



VELS



INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)
(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)
PALLAVARAM - CHENNAI

DCMBA-23

Human Resource Management



MBA
ODL MODE
(Semester Pattern)

School of Management Studies and Commerce

Centre for Distance and Online Education

Vels Institute of Science, Technology and Advanced Studies (VISTAS)

Pallavaram, Chennai - 600117

**Vels Institute of Science, Technology
and Advanced Studies**

Centre for Distance and Online Education

**Master of Business Administration (MBA)
ODL Mode**

(Semester Pattern)

**DCMBA-23: Human Resource Management
(4 Credits)**

Course Design and Preparation Committee

Dr.P.R. Ramakrishnan
Dean, School of Management
Studies and Commerce, VIS-
TAS, Pallavaram, Chennai

Dr. B.P. Chandramohan
Director , School of Man-
agement Studies and
Commerce, VISTAS, Pal-
lavaram, Chennai

Dr. G. Rajini
Professor and Head,
Department of Manage-
ment Studies,
VISTAS, Pallavaram,
Chennai

Course Writer

Dr.Sudha.S
Professor,
Department of Management
Studies, CDOE, VISTAS, Pal-
lavaram, Chennai

Programme Coordinator

Dr.Sudha.S
Professor,
Department of Management
Studies, CDOE, VISTAS, Pal-
lavaram, Chennai

Content Editing

Dr.Ashok Kumar Katta
Associate Professor
Department of Management
Studies, CDOE-VISTAS,
Pallavaram, Chennai

Language Editing

Dr.A.A. Jayashree Prabhakar
Professor, Department of
English , VISTAS, Pallavaram,
Chennai

Printing and Distribution

Ms. S.G. Chitra
Deputy Registrar, CDOE,
VISTAS, Pallavaram, Chennai

Mr.V.Kumar
Section Officer, CDOE,
VISTAS, Pallavaram, Chennai

February 2024 (First Edition)

©Vels Institute of Science, Technology and Advanced Studies-2024

All rights reserved. No part of this work may be reproduced in any form, by mimeograph or any other means, without permission in writing from the Vels Institute of Science, Technology and Advanced Studies (VISTAS).

Further information on the VISTAS ODL Academic Programmes may be obtained from VIS-TAS-CDOE at Velan Nagar, P.V.Vaithiyalingam Road, Pallavaram, Chennai-600117 [or] www.vistas.ac.in.

Printed at:

FOREWORD



Dr. Ishari K Ganesh
Chancellor

Vels Institute of Science, Technology and Advanced Studies (VISTAS), Deemed-to-be University, was established in 2008 under section 3 of the Act of 1956 of the University Grants Commission (UGC), Government of India, New Delhi.

VISTAS has blossomed into a multi-disciplinary Institute offering more than 100 UG & PG Programmes, besides Doctoral Programmes, through 18 Schools and 46 Departments. All the Programmes have the approval of the relevant Statutory Regulating Authorities such as UGC, UGC-DEB, AICTE, PCI, BCI, NCTE and DGS.

Our University aims to provide innovative syllabi and industry-oriented courses, and hence, the revision of curricula is a continuous process. The revision is initiated based on the requirement and approved by the Board of Studies of the concerned Department/School. The courses are under Choice Based Credit Systems, which enables students to have adequate freedom to choose the subjects based on their interests.

I am pleased to inform you that VISTAS has been rendering its services to society to democratize the opportunities of higher education for those who are in need through Open and Distance Learning (ODL) mode.

VISTAS ODL Programmes offered have been approved by the University Grants Commission (UGC) – Distance Education Bureau (DEB), New Delhi.

The Curriculum and Syllabi have been approved by the Board of Studies, Academic Council, and the Executive Committee of the VISTAS, and they are designed to help provide employment opportunities to the students.

The MBA ODL Programme Study Materials have been prepared in the Self Instructional Mode (SIM) format as per the UGC-DEB (ODL & OL) Regulations 2020. It is highly helpful to the students, faculties and other professionals. It gives me immense pleasure to bring out the ODL programme with the noble aim of enriching learners' knowledge. I extend my congratulations and appreciation to the Programme Coordinator and the entire team for bringing up the ODL Programme in an elegant manner.

At this juncture, I am glad to announce that the syllabus of this ODL Programme has been made available on our website, www.vistascdoe.in, for the benefit of the student community and other knowledge seekers. I hope that this Self Learning Materials (SLM) will be a supplement to the academic community and everyone.

CHANCELLOR

FOREWORD



Dr.S.Sriman Narayanan
Vice-Chancellor

My Dear Students!

Open and Distance Learning (ODL) of VISTAS gives you the flexibility to acquire a University degree without the need to visit the campus often. VISTAS-CDOE involves the creation of an educational experience of qualitative value for the learner that is best suited to the needs outside the classroom. My wholehearted congratulations and delightful greetings to all those who have availed themselves of the wonderful leveraged opportunity of pursuing higher education through this Open and Distance Learning Programme.

Across the World, pursuing higher education through Open and Distance Learning Systems is on the rise. In India, distance education constitutes a considerable portion of the total enrollment in higher education, and innovative approaches and programmes are needed to improve it further, comparable to Western countries where close to 50% of students are enrolled in higher education through ODL systems.

Recent advancements in information and communications technologies, as well as digital teaching and e-learning, provide an opportunity for non-traditional learners who are at a disadvantage in the Conventional System due to age, occupation, and social background to upgrade their skills.

VISTAS has a noble intent to take higher education closer to the oppressed, underprivileged women and the rural folk to whom higher education has remained a dream for a long time.

I assure you all that the Vels Institute of Science, Technology and Advanced Studies would extend all possible support to every registered student of this Deemed-to-be University to pursue her/his education without any constraints. We will facilitate an excellent ambience for your pleasant learning and satisfy your learning needs through our professionally designed curriculum, providing Open Educational Resources, continuous mentoring and assessments by faculty members through interactive counselling sessions.

VISTAS, Deemed- to- be University, brings to reality the dreams of the great poet of modern times, Mahakavi Bharathi, who envisioned that all our citizens be offered education so that the globe grows and advances forever.

I hope that you achieve all your dreams, aspirations, and goals by associating yourself with our ODL System for never-ending continuous learning.

With warm regards,

VICE-CHANCELLOR

Course Introduction

Managing People and client relations is an important skill to acquire in business. This course is mainly focused to design and evaluate the strategies to increase the retention of personnel and create a positive and enjoyable work environment. It also helps to improve the employee performance and assess the major HRM functions and processes of HRM planning. This course will help the MBA students to understand the importance of HRM in the organizations.

The **DCMBA-23: Human Resources Management** Course has been divided in to five blocks consisting of 17 Units.

The Block-1: Human Resources Management has been divided in to four Units. Unit-1 gives an introduction to HRM, Unit-2 explains HR policies and procedures, Unit-3 explains about the qualities, roles and responsibilities of HR managers and Unit-4 deals with HR as a factor of competitive advantage.

The Block-2: Human Resources Process has been divided in to four Units. Unit-5 explains about the human resource planning and job analysis and design, Unit-6 deals with recruitment, selection and placement process, interviews, Unit-7 discusses the orientation and induction and Unit-8 discusses determinants of training needs and analysis, delivery methodology, evaluation and capacity building.

The Block-3: Managing Careers has been divided in to four Units. Unit-9 explains about career planning and development, employee development, Unit-10 deals with career stages-career choices and preference, Unit-11 discusses mentoring and coaching, time management, HRIS and Unit-12 discusses employee separations, downsizing and out placement, fundamentals of industrial relations and fundamentals of labour laws.

The Block-4: Performance Management has been divided in to three Units. Unit-13 explains the purposes of performance management, performance appraisal methods, merits, demerits and Unit-14 deals with punishment and promotion and Unit-15 discusses the job evaluation, wage and salary fixation, incentives, bonus, ESOPs, insurance and fringe benefits.

The Block-5: Contemporary Issues in HRM has been divided in to 2 Units. Unit-16 explains about talent management, competency mapping, industrial relations, health and safety issues, grievance handling and Unit-17 deals with work life balance, quality of work life and HRD in India.

DCMBA-23: Human Resources Management

S.No	Particulars	Page No
Block-1: Human Resources Management		
Unit-1	Introduction to Human Resources Management	8
Unit-2	HR Policies and HR Procedures	18
Unit-3	Qualities, Roles and Responsibilities of HR Managers	24
Unit-4	HR as a factor of Competitive Advantage	31
Block-2 : Human Resource Process		
Unit-5	HR Planning , Job Analysis and Design	37
Unit-6	Recruitment	48
Unit-7	Orientation and Induction	62
Unit-8	Training Needs Analysis	68
Block-3: Managing Careers		
Unit-9	Career Planning and Employee Development.	76
Unit-10	Career stages, Career Choices and Preference.	83
Unit-11	Mentoring ,Coaching, Time Management and HRIS	88
Unit-12	Employee Separations, Downsizing and Out Placement	101
Block-4: Performance Management		
Unit-13	Purposes of Performance Management	116
Unit-14	Punishment and Promotion	125
Unit-15	Job Evaluation and Salary Fixation	134
Block-5 Contemporary Issues In HRM		
Unit -16	Talent Management	141
Unit-17	Work Life Balance, Quality of Work Life, HRD in India	159
Annexure-Case Studies		166
Plagiarism Certificate		177

Block-1: Introduction

Block-1: Human Resources Management has been divided in to four Units.

Unit-1: Introduction to Human Resources Management explains about Introduction and definition of human resources management, Scope of human resources management, Characteristics of human resources management, Objectives and Evolution of human resources management, Difference between personnel human resources management and human resources management.

Unit-2: HR Polices and HR Procedures discuss about the Meaning of HR Policies, Features of HR Policies, Objectives of HR Policies, and Benefits of HR Policies, Meaning of HR procedures, Features of HR procedures and the Objectives of HR procedures.

Unit-3: Qualities, Roles and Responsibilities of HR Managers deals with meaning of qualities of HR, managers, List of qualities of HR, managers, Roles of HR, managers, Responsibilities of HR, managers, Line and Staff Roles and the Competitive Challenges influencing HRM.

Unit-4: HR as a Factor of Competitive Advantage explains about Competitive advantage in HR definition, How HR can be used as a Competitive Advantage.

In all the units of Block -1 **Human Resources Management**, the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

Unit-1

Introduction to Human Resources Management

STRUCTURE

Overview

Objectives

1.1. Introduction and definition of human resources management

1.2. Scope of human resources management

1.3. Characteristics of human resources management

1.4. Objectives and Evolution of human resources management

1.5. Difference between personnel human resources management and human resources management

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, we study about Human Resource Management and the scope of Human Resource Management. The Characteristics and Objectives of HRM are discussed and how HRM has evolved is also covered. The difference between Personnel Management and Human Resource Management is also discussed.

Objectives

After completion of this unit, you will able:

- To define the meaning of human resources management
- To state the nature and scope of human resources management
- To state the Objectives and Evolution of human resources management
- To understand the Difference between personnel human resources management and human resources management.
- To state the HR policies, procedures, and attributes of HR manager

1.1. Introduction and Definition of Human Resource Management

Human resource management (HRM or simply HR) is the management of human resources. It is a function in the organizations designed to maximize employee performance in service of an employer's strategic objectives.

The whole context of Human Resource Management revolves around this core matter of managing relations at work place.

Since mid 1980's Human Resource Management (HRM) has gained acceptance in both academic and commercial circle. HRM is a multidisciplinary organizational function that draws theories and ideas from various fields such as management, psychology, sociology and economics.

There is no best way to manage people and no manager has formulated how people can be managed effectively, because people are complex beings with complex needs. Effective HRM depends very much on the causes and conditions that an organizational setting would provide. Any Organization has three basic components, People, Purpose, and Structure Definition of human resources management Human resources management may be defined in many different ways.

Many eminent authors on the subject have defined the term "human resources management", some of these definitions are reproduced below:

Invancevich and Glueck, "HRM is concerned with the most effective use of people to achieve organizational and individual goals". It is the way of managing people at work, so that they give their best to the organization".

Dessler, the policies and practices involved in carrying out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising comprises of HRM.

In the words of French Wendell- "Personnel management is a major component of the broader managerial function and has roots and branches extending throughout and beyond each organization. It is a major sub-system of all organizations."

1.2. Scope of Human Resource Management



The major scope of Human resource planning is as follows:

Human Resource Planning refers to a process by which the company to identify the number of jobs vacant, whether the company has excess staff or shortage.

Job analysis gives a detailed explanation about each and every job in the company.

- Recruitment and selection: - Based on information collected from job analysis, the company prepares advertisements and publishes them in the newspapers. This is recruitment. A number of applications are received after the advertisement is published, interviews are conducted and the right employee is selected thus recruitment and selection
- Orientation and induction: - Once the employees have been selected an induction or orientation program is conducted.
- Training and development: - Every employee goes under training program which helps him to put up a better performance on the job. Training program is also conducted for existing staff that have a lot of experience. This is called refresher training.
- Performance appraisal: - Once the employee has put in around 1 year of service, performance appraisal is conducted that is the Human Resource department checks the performance of the employee.
- Compensation planning and remuneration: - There are various rules regarding compensation and other benefits.
- Motivation, welfare, health and safety: - Motivation becomes important to sustain the number of employees in the company.

- It is the job of the Human Resource department to look into the different methods of motivation.
- Apart from this, certain health and safety regulations have to be followed for the benefits of the employees.
- This is also handled by the HR department.
- Industrial relations
- This will help the organization to prevent strikes lockouts and ensure smooth working in the company.

1.3. Characteristics of Human Resource Management

HRM is a management function that helps manager's to recruit, select, train and develop members for an organization. HRM is concerned with people's dimension in organizations. The following constitute the core of HRM

1. **HRM Involves the Application of Management Functions and Principles:** The functions and principles are applied to acquiring, developing, maintaining and providing remuneration to employees in organization.
2. **Decision Relating to Employees must be integrated:** Decisions on different aspects of employees must be consistent with other Human Resource (HR) decisions.
3. **Decisions Made Influence the Effectiveness of an Organization:** Effectiveness of an organization will result in the betterment of services to customers in the form of high- quality products supplied at reasonable costs.
4. **HRM Functions:** HRM Functions are not confined to Business Establishments Only but applicable to non- business organizations such as education, health care, recreation and like. HRM refers to a set of programmes, functions and activities designed and carried out in order to maximize both employee as well as organizational effectiveness.

1.4. Objectives and Evolution of Human Resource Management

1. Organizational Objectives:

HRM is a means to achieve efficiency and effectiveness. It serves other functional areas, so as to help them to attain efficiency in their operations and attainment of goals to attain efficiency.

1. Functional Objectives:

HRM performs so many functions for other departments. However, it must see that the facilitation should not cost more than the benefit rendered.

2. Personal Objectives:

In today's world there is shortage of requisite talent. Employees are encouraged by competitive firms to change the jobs. HRM has the responsibility to acquire, develop, utilize, and maintain employees.

3. Societal Objectives:

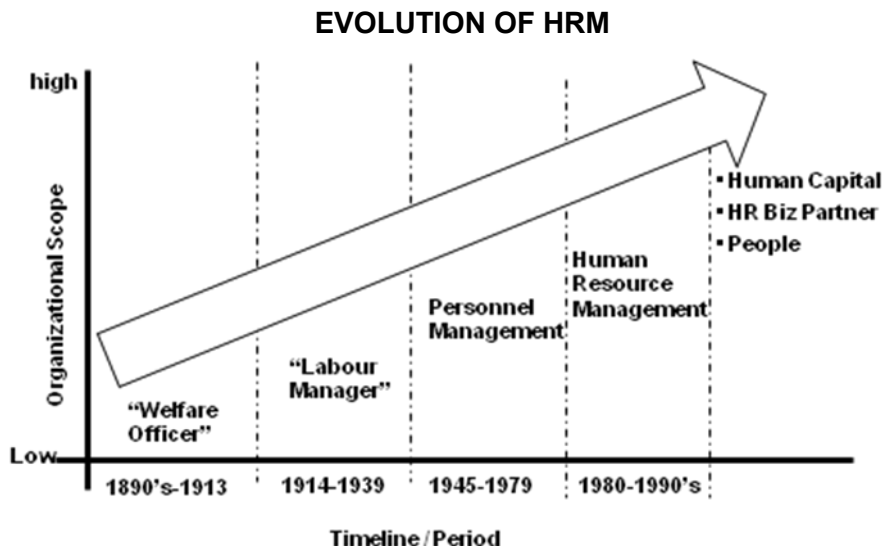
HRM must see that the legal, ethical, and social environmental issues are properly attended to. Equal opportunity and equal pay for equal work are the legal issues not to be violated.

The objectives of HRM can be extended further and they are as follows:

- Human capital : assisting the organization in obtaining the right number and types of employees to fulfill its strategic and operational goals
- Developing organizational climate: helping to create a climate in which employees are encouraged to develop and utilize their skills to the fullest and to employ the skills and abilities of the workforce efficiently
- Helping to maintain performance standards and increase productivity through effective job design; providing adequate orientation, training and development; providing performance-related feedback; and ensuring effective two-way communication.
- Helping to establish and maintain a harmonious employer / employee relationship
- Helping to create and maintain a safe and healthy work environment
- Developing programs to meet the economic, psychological, and social needs of the employees and helping the organization to retain the productive employees

Ensuring that the organization is in compliance with provincial/territorial and federal laws affecting the workplace (such as human rights, employment equity, occupational health and safety, employment standards, and labour relations legislation). To help the organization to reach its goals

- To provide organization with well-trained and well-motivated employees
- To increase the employees satisfaction and self-actualization
- To develop and maintain the quality of work life
- To communicate HR policies to all employees.



Source: google.com

HRM before Industrial Revolution: Period before industrial revolution – The society was primarily an agriculture economy with limited production. Number of specialized crafts was limited and was usually carried out within a village or community with apprentices assisting the master craftsmen. Communication channel were limited.

HRM after Industrial Revolution (1750 To 1850): Industrial revolution marked the conversion of economy from agriculture based to industry based. Modernization gave way to industrial setup. A department was set up to look into workers wages, welfare and other related issues. This led to emergence of personnel management with the major task as Worker's wages and salaries

- Worker's record maintenance
- Worker's housing facilities and health care

Post Industrial Revolution: Frederick W. Taylor gave principles of scientific management (1857 o 1911) led to the evolution of scientific human resource management approach which was involved in

- Worker's training
- Maintaining wage uniformity

- Focus on attaining better productivity.

Hawthorne Studies, (1927 To 1940). – Observations and findings of Hawthorne experiment shifted the focus of Human resource from increasing worker's productivity to increasing worker's efficiency through greater work satisfaction.

Douglas McGregor Theory X and Theory Y (1960) and Abraham Maslow's Hierarchy of needs (1954) – These studies and observations led to the transition from the administrative and passive Personnel Management approach to a more dynamic Human Resource Management approach which considered workers as a valuable resource.

1.5. Difference between Personnel Management and Human Resource Management

- Personnel Management: Personnel management is a traditional approach of managing people in the organization. Human resource management is a modern approach of managing people and their strengths in the organization.
- Personnel management focuses on personnel administration, employee welfare and labor relation. Human resource management focuses on acquisition, development, motivation and maintenance of human resources in the organization.
- Personnel management assumes people as a input for achieving desired output. Human resource management assumes people as an important and valuable resource for achieving desired output.
- Under personnel management, personnel function is undertaken for employee's satisfaction. Under human resource management, administrative function is undertaken for goal achievement.
- Under personnel management, job design is done on the basis of division of labor. Under human resource management, job design function is done on the basis of group work/team work.
- Under personnel management, employees are provided with less training and development opportunities. Under human resource management, employees are provided with more training and development opportunities.
- Personnel management is a routine function. Human resource management is a strategic function.

- Personnel management focuses on increased production and satisfied employees. Human resource management focuses on effectiveness, culture, productivity and employee's participation.

Let Us Sum Up

In this unit, you have learned about the following:

- It is critical that today's organizations align their human resources to better meet strategic objectives.
- A failure to do so results in wasted time, energy, and resources. Organizations are more likely to achieve this alignment with their corporate objectives when they review their recruitment and selection processes for fit, communicate the mission and vision statements, use joint goal setting, design an appropriate reward system, empower the workforce, promote and develop from within, and use teams to achieve synergy.
- Human Resource Management is the management function that helps the managers to plan, recruit, select, train, develop, remunerate and maintain members for an organization.
- HRM has four objectives of societal, organizational, functional and personal development. A
- An organization must have set policies; definite procedures and well-defined principles relating to its personnel and these contribute to the effectiveness, continuity and stability of the organization.

Check Your Progress

- 1. Human Resource department's are _____.**
 - a. line departments
 - b. authority department
 - c. service department
 - d. functional department
- 2. What is human factor?**
 - a. Micro and macro issues of socioeconomic factor.
 - b. Interrelated Physiological, Psychological and Socio-ethical aspects of human being.
 - c. The entire concept of human behaviour
 - d. None of the above.

3. **Job Analysis is a systematic procedure for securing and reporting information defining a_____.**
- a. specific job
 - b. specific product
 - c. specific service
 - d. all of these
4. **What are the factors responsible for the growth of HRM?**
- a. Development of scientific management and awakened sense of social responsibility.
 - b. The problem of how the available human resource could effectively minimize the cost and maximize the production.
 - c. Technical factors, awakening amongst workers, attitude of the government, cultural and social system.
 - d. All the above.
5. **Which among the followings describe the skills that are available within the company?**
- a. Human Resource inventory
 - b. HRIS
 - c. Skills inventory
 - d. Management inventories

Glossary

Human resource management (HRM or simply HR) is the management of human resources

Organizations: place where employees work, commercial activities happen.

Employee relations: maintenance of employer-employee relations, working environment, free from discrimination and harassment.

Attributes of HR manager: skills of HR manager.

Answers to Check your Progress

1.c

2.b

3.a

4.c

5.a

Suggested Readings

1. Aswathappa, K., & Dash, S. (2020). *International Human Resource Management*. McGraw-Hill Education.
2. Gupta. S.C, (2009) *Advanced Human Resource Management, Strategic Perspective*, ANE Books Pvt. Ltd, New Delhi.

HR Policies and HR Procedures

STRUCTURE

Overview

Objectives

2.1. Meaning of HR Policies

2.2. Features of HR Policies

2.3. Objectives of HR Policies

2.4. Benefits of HR Policies

2.5. Meaning of HR procedures

2.6. Features of HR procedures

2.7. Objectives of HR procedures

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, we study about HR policies, their features, objectives and benefits. Also, the meaning, features and objectives of HR procedures is discussed.

Objectives

After completion of this unit, you will be able:

- To know about the meaning of HR Policies
 - To know the benefits of HR Policies
 - To understand the meaning of HR procedures
 - To know the benefits of HR procedures
-

2.1. Meaning of HR Policies

HR management policies are formalized, documented and approved by the Board or approval as designated to the CEO/ED.

HR management policies comply with employment, workplace health and safety, and other related legislation as is applicable in the jurisdiction in which the organization operates.

Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce.

These policies, when organized and disseminated in an easily used form, can serve to anticipate many misunderstandings between employees and employers about their rights and obligations in the organization.

2.2. Features of HR Policies

1. **Orientation:** reviews the policy and acceptable behavior of the employees are reviewed.
2. **Accountability:** This creates a sense of accountability in each employee and allows them to more easily take disciplinary action, up to and including termination, in the event that the employee knowingly and willfully violates the company policies.
3. **Code of Conduct:** HR policies usually include a code of conduct that lists prohibited actions or behaviors
4. **Consistency:** It helps to bring uniformity among employees. HR policies ensure not only that all employees follow the rules.
5. **Responsibility:** It highlights the responsibility of every employee in the organization.

2.3. Objectives of HR Policies

Peter Drucker has rightly said, the management must gear its policies and objectives in such a fashion that the employees perform their work and do their assigned tasks.

- The first main aim is to place right person in the right place at the right time.
- To train every employee for current and future jobs.
- To establish organization as whole a co-ordination team.
- To look into and ensure proper and adequate supply of tools and equipment.
- To create better working conditions for employees.
- To provide security with opportunity, incentive, rewards and recognition.

2.4. Benefits of HR Policy

- It is quite clear that HR policies outline what and how HR professionals undertake their day-to-day activities in the work place.
- It provides a sense of direction to the organization.
- It highlights the better and effective utilization of resources in organizations.
- It leads to better performance.
- It engages the employees and leads to better productivity in organizations.
- The major benefit is that it helps to provide a balance between employee's personal life and professional life.
- Clear cut policies are established and implemented for every department in the organization.
- They set employee expectations with regard to their career growth
- They help you address employee grievances and disputes
- They speed up the decision-making process on various HR matters
- They help ensure all employees are treated equally and fairly

2.5. Meaning of HR Procedures

HR Procedures are a list of specific process topics in HR that link to documents with detailed procedures.

The human resource policies and procedures help in comparison to employee conduct, attendance, and punctuality.

The human resource policies and procedures which set the basic performance outcomes that every employee should achieve at his job position during a course of time.

HR procedures often take the form of Standard Operating Procedure (SOP) documents.

The SOP are provided for all the HR policies like recruitment, dress code and conduct, employee discipline, Termination policy, Working hours and overtime Performance evaluation and promotion

2.6. Objectives of HR Procedures

They are as follows:

1. An employer might hire a qualified human resources professional to establish HR policies for its business.
2. It speaks about the way things in the company need to carry out and executed. Human resource policies and procedures are a very important aspect of the workplace.
3. They offer protection to employees, provide guidance to management, and ensure that organizations comply with government regulations and mandates.
4. It offers emotional and physical stability to employees: They should try to understand the attitude, requirements and feelings of employees, and motivate them whenever and wherever required.
5. Balance Between Management and Employees: Profits, commitment, cooperation, loyalty, and sincerely are the factors expected by management, whereas better salaries and wages, safety and security, healthy working conditions, career development, and participative working are the factors expected by employees from management.
6. Training, Development and Compensation: The organization need to provide proper training, employee development in order to attain organizational goals. Compensation management helps to retain employees in organization.
7. Performance Appraisal: This activity should not be considered a routine process by the human resource manager. If employees are not getting proper feedback from them, it may affect their future work.

Let us sum up

In this unit, you have learned about the following:

- In leading to well-being and progression and enhance the reputation of the organization, it is necessary to formulate human resources policies and procedures.
- When the human resources abide by the policies and procedures, they are not only able to implement their job duties appropriately, but also would promote discipline within the working environment.

- The policies and procedures need to be concerned in terms of various areas such as, technical, clerical, management, administration and so forth.
- When the employees get recruited within the organizations, they are required to go through training and development programs. In these programs, they are imparted with knowledge in terms of human resources policies and procedures. When the human resources follow the policies and procedures, they are able to benefit to a major extent.

Check your Progress

1. Whom does Human relation approach refer to?
 - a. Worker, who should be given humanly treatment at work.
 - b. Mutual cooperation between employer and employee in solving the common problems.
 - c. Integration of people into a work situation that motivates them to work together to achieve productivity and also economic, psychological and social satisfaction.
 - d. None of the above
2. Which of the following is a method of collection of information for job analysis?
 - a. Questionnaire method
 - b. Ratio analysis
 - c. Optimization models
 - d. analysis
3. _____ provides information on the human attributes in terms of education, skills, aptitudes, and experience necessary to perform a job effectively.
 - a. job description
 - b. job specification
 - c. job analysis
 - d. job evaluation

4. Who laid the foundation of HRM practice?
 - a. Elton Mayo
 - b. Dickinson
 - c. Peter Drucker and Douglas McGregor
 - d. David C. McClellan D.
5. How HRM has become a highly specialized job?
 - a. It is concerned with obtaining and maintaining a satisfied work force.
 - b. It maximizes the output and satisfaction of the employees.
 - c. Promote group satisfaction and individual development.
 - d. Optimum utilization of man-power by motivation and improving the efficiency.

Glossary

Policies: When the human resources abide by the policies and procedures, they are not only able to implement their job duties appropriately, but also would promote discipline within the working environment.

The policies and procedures need to be concerned in terms of various areas such as, technical, clerical, management, administration and so forth.

Answers to check your progress

1. c. 2. a. 3. b. 4. c. 5. d

Suggested Readings

1. Gravely, G., & Fait, M. (2016) Social recruitment in HRM: a theoretical approach and empirical analysis. Emerald Group Publishing
2. Angela Baron and Michael Armstrong, (2007) Human Capital Management (Achieving Added Value through People), Kegan Page Limited, United States.

Unit-3

Qualities, Roles and Responsibilities of HR Managers

STRUCTURE

Overview

Objectives

3.1. Meaning of qualities of HR. managers

3.2. List of qualities of HR. managers

3.3. Roles of HR. managers

3.4. Responsibilities of HR. managers

3.5. Line and Staff Roles

3.6. Competitive challenges influencing HRM

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, the meaning and qualities of HR managers are discussed. The roles and responsibilities of HR managers are also covered. The line and staff roles and the competitive challenges influencing HRM are also covered.

Objectives

After completion of this unit, you will be able:

- To define the qualities of hr. managers
- To state the roles of hr. managers
- To state the responsibilities of hr. managers
- To know the Competitive challenges influencing HRM
- In simplest terms, the HR (Human Resources) department is a group who is responsible for managing the employee life cycle (i.e., recruiting, hiring, onboarding, training, and firing employees) and administering employee benefits.

3.1. Meaning of qualities of HR managers

Good HR managers are driven, organized individuals who want to help organizations achieve their goals and employees reach their potential.

The qualities can be defined as traits of the hr. manger. The traits should help the employees in the organizations in becoming successful in attaining their goals.

3.2. List of qualities of HR managers

The New HR Manager

- New Proficiencies
- HR proficiencies
- Business proficiencies
- Leadership proficiencies
- Learning proficiencies



They are:

- Sympathetic Attitude
- Quick Decisions
- Integrity
- Patience
- Formal Authority
- Leadership
- Social Responsibility
- Good Communication Skills

3.3. Roles of HR managers

One of the main functions of personnel manager is counselling role. As a counsellor As a counsellor, personnel manager discusses the problems with employees related to career, health, family, finance, social life and try to solve their problems and offer advice on how to overcome them. Other functions are a mediator, initiating policies, representative role, decision making role, leadership and welfare role. In this article, we will explore the role of a personnel manager in an organization.

The Advisory Role

In any organization, on a daily basis, line managers face a wide range of problems pertaining to personnel management. This is where a personnel manager steps in and offers advice on such matters since he is familiar with the laws and practices that surround human resources.

Representative Role

The personnel manager is also responsible to represent the company and communicate management policies which affect the people in the organization. This role is best-suited to him because he has a better overall picture of the company's operations.

Decision-making Role

He plays an important part in decision-making on human resources-related issues. He also formulates and designs policies and programs of personnel management.

3.4. Responsibilities of HR managers

Human resources managers typically work as generalists overseeing multiple areas, although in large organizations they may be specialists overseeing a team of other HR specialists. No matter how a business is organized, common responsibilities of HR managers include:

- **Job analysis:** Defining the nature and responsibilities of positions and the skills and knowledge necessary for them
- **Recruitment and staffing:** Attracting, interviewing, and selecting the right candidates to meet an organization's needs
- **Organization and utilization of the workforce:** Designing an organizational framework that maximizes human resources and establishes systems of communication
- **Maintenance of the workforce:** Addressing health, safety, and worker-management issues, including compliance with federal workplace laws
- **Training and development:** Evaluating workers' educational needs and designing programs to meet them
- **Performance appraisal:** Assessing employee job performance to provide feedback and use in determining promotions, salary increases, and termination of employment
- **Employee rewards:** Designing programs to reward employees for accomplishments and motivate them to continue performing at a high level
- **Diversity, equity, and inclusion:** Designing programs and procedures to ensure that all candidates, employees, and customers are treated fairly and without discrimination

3.5. Line and Staff Roles

Line Authority in HRM

Line authority proceeds from top to bottom through the chain of command. Line and staff relationship authority grants a manager or executive a definite level of power concerning the performance of a specific business task. Human resources managers have line authority by virtue of their power over the HR department. They consult with human resources staffers on hiring decisions and dictate policies on acquiring new talent, creating benefits packages and crafting termination procedures.

Line and staff aspects of HRM dictates that when a business is seeking a pool of qualified candidates, the human resources manager is likely to hand over a team member a stack of applications, along with the minimum qualifications for the job. This team member will then comb through the applications and pull the most promising ones to follow up with.

Staff Authority in HRM

Staff authority gives some managers the power to offer advice or suggestions to those managers with line authority, which includes the right to propose new ideas in an attempt to make improvements in line operations. While managers with staff authority do not have the same direct power over subordinates as those with line authority, they can provide useful propositions. Human resources managers have staff authority in nearly every department, because they provide advice and proposals on hiring levels, budgets and qualifications for new employees.

If the marketing department is looking to hire a social media specialist, the human resources manager will know the industry standards, as well as the budget for hiring that position. Using this knowledge, they will help guide the hiring manager as they choose the best candidate for the job.

3.6. Competitive Advantages influencing HRM

1. Recruitment and Selection:

- Finding a suitable candidate for the job from a large number of applicants is a basic problem for the human resource manager.

2. Emotional and Physical Stability of Employees: proper emotional balance of employees is needed. They should try to understand the

attitude, requirements and feelings of employees, and motivate them whenever and wherever required.

- The Indian labour market has high level of employment in the informal or unorganized sector of the total working population which is characterized by an **absence of a written or enforceable employee contract most of the time.**
- The government has introduced unorganized workers social security Act to solve the above issue.
- Liberalization of economy has given that growing private sectors has to **attract employees in large numbers.**
- The thinking of new young Indians had changed from **retaining the same old traditional job** throughout one's working life to rapid advancements in career.
- The challenges in the economic growth have put pressures on companies to retain and motivate employees for high work performance.
- As per Human Development Report (HDR) 2020, **India** ranks 129 among 162, one in five Indians in the **labour** force is **"skilled"**.
- The above data has made the Indian organizations to have strategies to make their employees more competitive.
- The High Performance Work force study 2007 says that companies have not considered their employees to be competitive.
- KPMG 2020 Reports that HR needs to be a modernized function
- The next challenge is the attrition rate of professionals is 20 percent.
- Most of the companies have inducted HR Directors with board membership (absent previously).
- In fact, according to Korn Ferry, in 2019, fewer than 3% of sitting directors on the boards of Fortune 1000 companies were current or former HR executives. That's about 300 out of 10,000 directors. The overall quality of HR departments needs to be increased through proper training.
- Indian firms need to promote decent work, respect employee rights and ensure fair treatment of employees in work place.

Let us sum up

In this unit you have studied about the following:

The qualities can be defined as traits of the hr manger. The traits should help the employees in the organizations in becoming successful in attaining their goals. Hr managers coordinate with various departments. They shoulder lot of responsibilities. They also face lot of challenges. So in this chapter concentrates on roles, responsibilities and various qualities of hr managers in organizations.

Check your Progress

1. What is a decision in management?
 - a. Reaching at a proper conclusion after consideration.
 - b. Decision involves choosing of alternatives.
 - c. Decision is the outcome of a group of people or an individual.
 - d. All of the above
2. An employee-working in a unit or plant who is a citizen of the country in which the unit or plant is located but where the unit or plant is operated by an organization headquartered in another country___.
 - a. Home Country National
 - b. Host Country National
 - c. Third Country National
 - d. Host Country
3. Quantitative Technique refers to-
 - a. Models, simulation, resource allocation technique.
 - b. Waiting line problems and the queuing theory
 - c. Game theory and Probability theory
 - d. All of the above.
4. Staffing includes_____.
 - a. Workload estimation
 - b. Termination
 - c. Appointments of personnel, placement
 - d. All of the above
5. To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge, etc. is known as___.

- a. Work load analysis
- b. Workforce analysis
- c. Job analysis
- d. Forecasting

Glossary

Qualities of MR Managers: speak on the traits of the hr managers.

Competitive challenges

Influencing HRM: are the tests encountered by HR managers.

Answers to Check your Progress

- 1. a.
- 2. b.
- 3. d.
- 4. d.
- 5. b.

Suggested Reading

- 1. Anuradha Sharma and Aradhana Khandekar (2006) Strategic Human Resource Management. Response Books, New Delhi.
- 2. Snell, S., Bohlander, G. W., & Bohlander, G. (2010). *Principles of human resource management*. South-Western Cengage Learning.

Unit-4

HR as a Factor of Competitive Advantage

STRUCTURE

Overview

Objectives

4.1. Competitive advantage in HR definition

4.2. How HR can be used as a Competitive Advantage

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, we study the competitive advantage and how HR can be used as a competitive advantage.

Objectives

After completion of this unit, you will be able:

- To define the Competitive advantage
- To state the roles of Competitive Advantage

4.1. Competitive Advantage in HR Definition

Competitive advantage in HR refers to the quality of the employees who cannot be copied, unlike company's systems and processes. It comes down to the fact that companies with better employees have the competitive advantage.

HR is important as it helps in creating strong competitive advantage through their personnel management policies – productivity and employee happiness is an advantage that often results in superior customer service, which helps drive sales.

4.2. How HR can be used as a Competitive Advantage

Here are some of the many ways the HR team can help create and maintain a competitive advantage for the organization:

- **HR can use data to analyze turnover rates and determine where problems may lie**, thus allowing the company to more quickly find issues and get them resolved. For example, if the

data show that most turnovers are from new hires, the team can focus on what problems may be the cause of that. Or if the data shows that one group has a higher turnover rate than the rest of the business, focus can be turned there.

- **HR can help managers source the right talent to get the skills the company needs to grow and be competitive.** HR expertise can allow the organization to know where to look for specialized talent when needed. (If your organization doesn't already assess which talent streams are best utilized for different types of candidates, you can start now!)
- **HR can provide insight into the going market rates for talent** and what it might take to get high-quality hires on board. HR can review the competitive talent landscape and determine what compensation strategy will be best aligned with company goals.
- **HR can give insights into how other organizations within your industry are structured**—there may be information that can be useful in determining which positions the company still needs to create or fill to become or remain competitive.
- **HR can use data to show how the skill sets of the employees are evolving over time** and to show business leaders where skills gaps may exist so those gaps can be addressed proactively.
- **HR can also design employee development pathways that take into account the strategic and long-term needs of the organization**, ensuring that key employees get the right training before it must be utilized. This impacts retention and improves the skill sets for the organization as a whole, all while ensuring the organization is addressing big-picture competitive issues proactively.
- **HR can use data to find potential employee issues before they become problematic.** By tracking employee engagement scores over time, for example, HR can discover when engagement levels are waning hopefully before they have a significant impact on morale and turnover so the organization can take action sooner rather than later.
- **HR can put together succession plans that take into account the organization's strategic goals.** This can allow the organization to remain competitive even when there is turnover in key roles. (This is a critical time when a less organized company may falter.)

- **HR can analyze which employees are high performers and alert the management** about who should be fast-tracked for promotions and new projects.
- **HR guidance on legal issues can keep the organization out of costly legal problems.** This not only saves the company money but it can also save the company from major setbacks.

Let us sum up

In this unit, you have learned about the Competitive advantage is very helpful for organization in brand building. It can be leveraged by the firms and lots of advantages. It plays a vital role in solving the potential employee issues. It helps in finding potential leaders through succession planning.

Check your Progress

1. Trend analysis is a _____.
 - a. Forecasting technique
 - b. Skills inventory
 - c. Job analysis technique
 - d. analysis
2. The factual statement of the duties and responsibilities of a specific job is known as _____.
 - a. job description
 - b. specification
 - c. job analysis
 - d. job evaluation
3. In Japanese management, employees' career path is non-specialised. Why?
 - a. In Japanese industries job rotation is carried out for employees to have different skills and also for interdepartmental cooperation.
 - b. An organization from the time of induction, employees are exposed to various types of jobs and training to enable them to have adaptability to any job.
 - c. Japanese management system prefers to create capable workers to adapt organizational changes, as and when required.
 - d. Rotation of job provides benefit of skills required for top quality executives.

4. Who has said that HRM is not a one shot deal?
 - a. Fayol
 - b. Taylor
 - c. Terry
 - d. McFarland
5. Skills inventory, replacement charts, Markov analysis, regression analysis all are types of_____.
 - a. redundancy plan
 - b. training plan
 - c. retention plan
 - d. forecasting methods

Glossary

Competitive advantage in HR refers to the quality of the employees who cannot be copied, unlike company's systems and processes.

Answers to check your progress

1. a.
2. a.
3. c.
4. c.
5. d.

Suggested Reading

1. Aswathappa, K., & Dash, S. (2020). *International Human Resource Management*. McGraw-Hill Education.
2. Gupta. S.C, (2009) *Advanced Human Resource Management, Strategic Perspective*, ANE Books Pvt. Ltd, New Delhi.

Block-2: Introduction

Block-2: Human Resource Process has been divided in to four Units.

Unit-5: Human Resource Planning & Job Analysis and Design explains about Introduction to Human Resource Planning, Meaning and features of Human Resource Planning, Effective Human Resource Planning, Quantitative analysis approach to HRP, Human resources planning process, Benefits of HR Planning, Limitations of HR Planning, Job Analysis and design, the basics of job Analysis, Steps in job Analysis, Uses of job Analysis, Job design and Categories of Factors Affecting Job Design.

Unit-6 : Recruitment - Selection and Placement Process, Interviews describes about the Introduction and definition of human resources management, Introduction, Meaning of recruitment, Features of recruitment, Importance of recruitment, Internal sources of recruitment, Outside sources of recruitment, Recruitment process, E-Recruitment, Evaluation of Recruitment Methods, Meaning of Selection, Selection process, Meaning of placement, Steps in placement, Merits of placement, Meaning of Interviews and Types of Interviews.

Unit-7: Orientation and Induction deals with Introduction, Things that happen during orientation, Orientation process, Induction and Steps in Induction Programme.

Unit-8: Determining Training Needs Analysis, Delivery Methodology, Evaluation, Capacity Building presents about the Introduction, Training need Assessments, TNA is required for the following reasons, Sources of identifying training needs, Techniques for determining the specific training needs, Training methods: mode of delivery and Capacity Building.

In all the units of Block -2 **Human Resource Process**, the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

Unit-5

HR Planning, Job Analysis and Design

STRUCTURE

Overview

Objectives

5.1. Introduction to HR Planning

5.2. Meaning and features of HR Planning

5.3. Effective HR Planning

5.4. Quantitative analysis approach to HRP

5.5. Human resources planning process

5.6. Benefits of HR Planning

5.7. Limitations of HR Planning

5.8. Job Analysis and design - The basics of job Analysis

5.9. Steps in job Analysis

5.10. Uses of job Analysis

5.11. Job design & Categories of Factors Affecting Job Design

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, we see about Human Resource Planning and their features also, how to plan HR effectively and quantitative approach to HRP is discussed. The HRP planning process and the benefits and limitations of HR planning are discussed. The steps and uses of job analysis and the categories of factors affecting job design are covered.

Objectives

After completion of this unit, you will be able:

- Define Human Resource Planning
- Discuss need for Human Resource Planning
- State the HRP Process
- Explain the significance of Human Resource Planning

5.1. Introduction to Human Resource Planning

Human resource planning is the term used to describe how companies ensure that their staff is the right staff to carry out the jobs. Sub topics include planning for staff retention, planning for candidate search training and skills analysis and much more. Human Resource Planning is 'the process by which management ensures that it has the right personnel who are capable of completing those tasks that help the organization reach its objectives.'

- It comprises of Recruitment and selection starts with hr planning.
- Human resources planning is a process that identifies current and future human resources needs for an organization to achieve its goals.
- Human resources planning should serve as a link between human resources management and the overall strategic plan of an organization.
- It is the process of deciding what positions of the firm will have to fill and how to fill them.
- It embraces all future positions from clerk to CEO.
- The company needs to decide from where they are going to fill the vacant positions.
- It is within the firms or outside the firms.
- Each option requires different personnel plans.
- Current employees within may require training, development and coaching plans, hence based on that vacancy may arises. This is called **build approach**.
- On the other hand if the company is going to recruit from outside then it needs to know what the recruitment sources to be utilized. This is called buy approaches to employment planning

5.2. Meaning and Features of Human Resource Planning

Human Resource Planning is 'the process by which management ensures that it has the right personnel who are capable of completing those tasks that help the organization reach its objectives. Human resource planning is the term used to describe how companies ensure that their staff is the right staff to carry out the jobs. Sub topics include planning for staff retention, planning for candidate search training and skills analysis and much more.

Features of Human Resource Planning

1. **Future Oriented:** this function provides a lot of scope for future preparation of the organization.
 2. **Continuous Process:** The human resource planning prepared today may not be applicable for future due to ever changing external forces of the environment.
 3. **Optimum Utilization of Human Resources:** Human resource planning focuses on optimum utilization of resources in the organization. It checks how the employees are utilized in a productive manner.
 4. **Right Kinds and Numbers:** Human resource planning determines the right number and kind of people at the right time and right place that are capable of performing the required jobs.
5. **Determination of Demand and Supply**
- Human resource planning is a process of determining demand for and supply of human resources in the organization

Related To Corporate Plan

- Human resource planning is an integral part of overall corporate plan of the organization. It can be formulated at strategic, tactical and operational levels.
- A Part of Human Resource Management System
- As a part of total human resource management system, human resource planning is regarded as a component or element of HRM which is concerned with acquisition and assessment of manpower.

5.3. Effective Human Resource planning need to be answered

- What will be our needs resulting from expansion, contraction or business changes?
- Who (staff) will be available during the future planning period after attrition, promotion?
- How to adjust or influence movement within the organization to help us meet our needs (transfers, promotions, redeployment)?
- What will be our recruitment needs be next year?
- Address the above questions future numbers, levels and organizational deployment of talent.

- For effective and successful HRP it is important we address staff utilization and how to utilize them.
- For staff utilization, capabilities and talent along with work activities plays a vital role
- Future availability of talent requires examination of the flows of employees, within an organization over specific periods of time.
- It is fundamental for companies to forecast changes in their talent supply losses resulting from turnover and availability changes due to transfers and promotions.

5.4. Quantitative approach to HRP

- It is sophisticated statistical planning methods include modeling or multiple predictive techniques.
- Several mathematical models, with the aid of computers are also used to forecast HR needs, e.g., optimization models, budget and planning analysis.
- Trend analysis is a very famous technique which helps you to know the pattern of future
- Here past trends are taken as the base.
- Ratio-trend analysis
- Regression analysis speaks about the relationship among the variables. Statistical analysis
- Work-study Techniques is based on job, role, enrichment, job specification, career advancement and its scope.
- Delphi Techniques- an ancient one from Greece estimates of personnel needs from a group of experts, usually managers, in the form of feedback.

5.5. Human Resource Planning Process

In this stage, organizations try to develop their awareness about the detailed manpower scenario with a holistic view along with the objectives of HRP, looking at their current manpower. A **SWOT** analysis can reveal a better picture with due consideration of the external environment, performance and productivity trends, working practices, operational and strategic plans. After knowing what human resources are required in the organization, the next step is to take stock of the current employees in the organization. The HR inventory should not only relate to data concerning numbers, ages, and locations, but also an analysis of

individuals and skills. Once analyzing the current manpower in the firm, the next step is to Forecasting: After adequate investigation, in the next phase of HRP process, analysis of demand and supply of manpower is done.

There are different models of demand forecasting. Manpower supply analysis is done for considering both internal and external supply. While doing internal supply analysis, career planning and development, training and development and succession plan aspects are considered along with corporate policies and procedures.

The organization needs to check out for manpower gaps and formulate the strategies as per policies of the organization. HR planning requires that we gather data on the organizational goals objectives. One should understand where the organization wants to go and how it wants to get to that point.

Audit:

We do not live in a static world and our HR resources can transform dramatically. HR inventory calls for collection of data; the HR audit requires systematic examination and analysis of this data.

The audit needs to look in to the appraisal of manpower and looks at what had occurred in the past and at present in terms of labour turnover, age and sex groupings, training costs and absence.

Based on this information, one can then be able to predict what will happen to HR in the future, in the organization. Training and development of manpower is another strategic tool need to be looked into as a alternate source.

HR Resource Plan:

Here, we look at career planning and HR plans. People are the greatest assets in any organization. The organization is at liberty to develop its staff at full pace in the way ideally suited to their individual capacities. There must be acceptance and backing from top management for the planning. (iii) There must be knowledge of the available resources (i.e.) financial, physical and human (management and technical).

5.6. Benefits of HR Planning

- helps in forecasting the future needs
- cost effective
- Better planning for the employee development.
- Training programs become more effective.

- It helps to make the strategic decisions related to the hiring and training of the manpower, in the case of shortage and layoff.
- Improves performance

5.7. Limitations of HR planning

- future uncertainty.
- removal of excess staff.
- time-consuming
- expensive process.

5.8. Job analysis and Design – the basics of Job Analysis

- It is the procedure through which you determine the duties of these positions and the features of the people to hire for them.
- Job analysis produces information for writing job descriptions (a list of what the job entails (part of) and job specifications (what kind of people to be hired for the job)).
- The supervisor of hr normally collects one or more of the following types of information via job analysis:
 1. **Work activities:** collects information on actual work activities such as cleaning, selling or teaching, this list includes why, how, when the worker performs each activity
 2. **Human behavior:** like sensing, communicating, deciding and writing. It should also include the work that job demands.
 3. **Machine, tools equipment and work aids:** this includes information like tools used, materials processed, knowledge dealt or applied with.
 4. **Performance standards:** job performance standards in terms of quantity or quality levels for each job duty.
 5. **Job context:** information about physical working conditions, work schedule and information like with how many number of people the employee interacts and information regarding incentives.
 6. **Human requirements:** information like job's human requirements such as job related knowledge or skills like education, training work experience

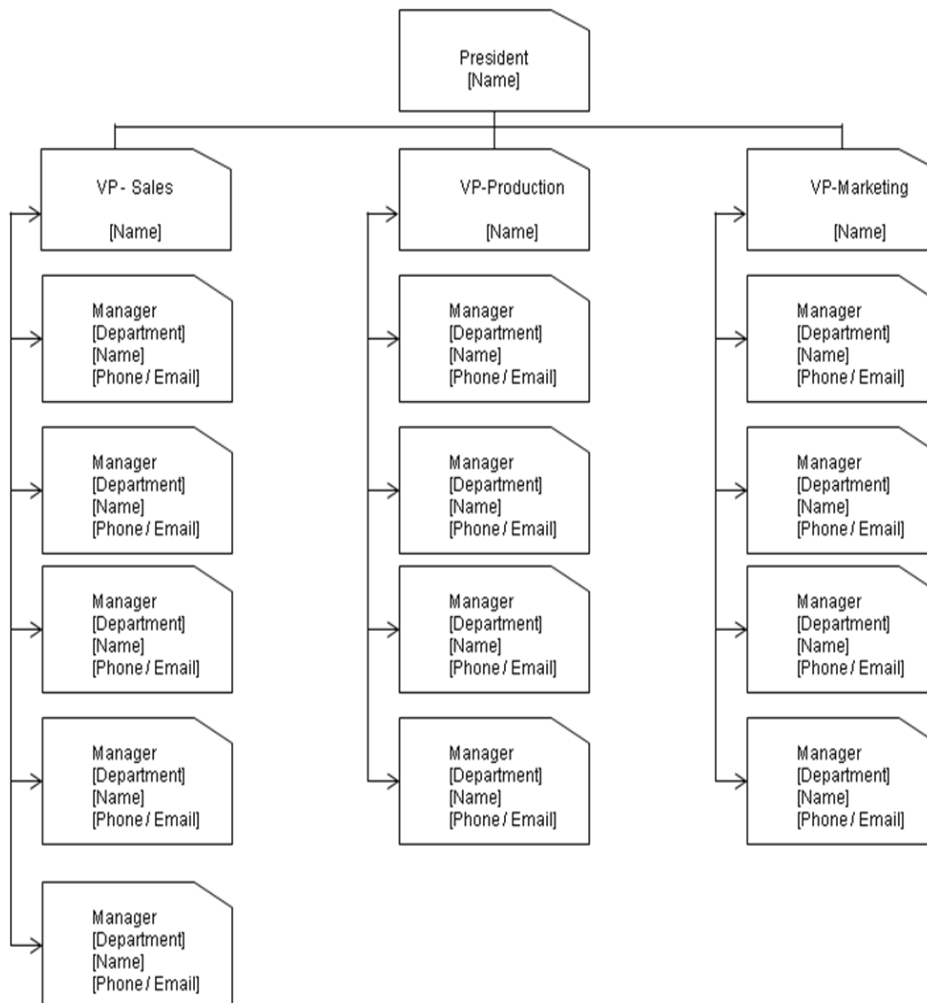
5.9. Steps in Job Analysis

1. The information is collected through interviewing, observation and questionnaire. The collected information should be used for

writing of descriptions and selecting employees for the job.

2. Review relevant background information such as organization charts, process charts and job description.
 - Organization charts shows organization wide division of work, how the job in question relates to other jobs and where the job fits in the overall organization.
 - Process charts involves a detail picture of the work flow.

Company Organizational Chart



Source: www.google.com

1. Select and analyze the jobs.
3. Actually analyze the jobs by collecting data on job activities, required employee behaviors (sensing, communicating, deciding and writing), working conditions, traits and abilities needed to perform a job.

4. Verify the job analysis information with the worker performing the job and with his or her immediate supervisor.
This will help to confirm the information about the job.
5. Develop job description and job specification.

5.10. Uses of Job Analysis

1. Recruitment and selection: job analysis provides information about what duties the job entails and what human characteristics are required to perform these activities.
2. **Compensation:** it depends on job required skill set and education level, safety hazards, degree of responsibility etc. it helps to know the relative worth of the job.
3. **Training:** it lists the job specific duties and requisite skill sets.
4. **Performance appraisal:** actual performance is compared with the performance standards. For doing this work proper knowledge on job's duties and standards. Managers learn through job analysis.
5. It helps in discovering unassigned duties.

Meaning of Job description: employer uses job analysis for writing job description.

1. It is a written statement of what the worker actually does how he does it and what the job working conditions are.
2. It covers information like job identification job summary, responsibilities, duties, authority, Standards of performance, working conditions and Job specifications.



Source: www.google.com

5.11. Job Design and Categories of Factors affecting Job Design

- Job design has been defined by Davis (1966) as:
- 'Job design involves systematic attempts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives.
- According to Michael Armstrong, "Job Design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues

5.11. The Categories of Factors affecting Job Design

Organizational Factors:

- Job design involves the assembly of a number of tasks into a job or a group of jobs.
- A job may require an employee to perform a variety of connected task. All these characteristics of jobs are taken into consideration for job design.
- **Workflow:** The flow of work in an organization is strongly influenced by the nature of the product. This product usually suggests the sequence and balance between jobs if the work is to be completed efficiently.
- **Ergonomics:** Ergonomics is concerned with the designing and shaping of jobs as per the physical abilities and characteristics of individuals so that they can perform their jobs effectively.
- **Work Practices:** Work practices are the set methods of performing work. This can affect the job design as there is little flexibility in designing the job especially if the work practices are approved by employee unions.
- **Job enlargement is a part of job design:** It means assigning workers to additional same level activities.
- **Job rotation** means systematically moving workers from one job to another.
- This helps to gain knowledge and experience about all jobs within an organization.

- **Job enrichment** means redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth and recognition.
- It helps to empower the workers by giving the necessary skills, and authority to inspect the work.

Let us sum up

In this unit you have studied about the following:

HR planning involves gathering of information, making objectives, and making decisions to enable the organization achieve its objectives.

HR planning is needed to identify areas of surplus personnel or areas in which there is shortage of personnel. To meet the challenges of a new and changing technology and new techniques of production, existing employees need to be trained or new people to be brought to the organization.

Check your progress

1. Which pair in order of sequences represents the first and last steps in a T&D programme?
 - a. determination of T&D needs, and evaluation of T&D programme
 - b. T&D needs, and designing the T&D programme
 - c. designing T&D programme, and implementing it
 - d. evaluating of T&D programme, and implementing it
2. Career development involves
 - a. conscious determination of career aspirations and potentialities of employees and matching them with the organization's needs
 - b. providing counseling to students to choose their careers
 - c. providing information to students about opportunities of employment
 - d. determining the potentialities of students for a suitable career
3. When an employee expresses organizationally desired emotions during interpersonal transactions, then it is known as___
 - a. emotional labour
 - b. displayed emotions
 - c. felt emotions
 - d. moods

4. Job evaluation essentially seeks to
 - a. determine the relative worth of various jobs in an organization in monetary terms
 - b. evaluate the performance of employees on their respective jobs
 - c. evaluate the importance of various jobs in the organization
 - d. establish the hierarchy of various jobs in the organization
5. Grievance redressal, discipline, collective bargaining are _____ of HRM.
 - a. integration function
 - b. procurement function
 - c. development function
 - d. behavioral function

Glossary

HR planning : HR planning involves gathering of information, making objectives, and making decisions to enable the organization achieve its objectives.

Job design : Job design involves systematic attempts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives.

Job description: Employer uses job analysis for writing job description.

Answers to check your progress

1. a 2. a. 3. a. 4. a. 5. a

Suggested Reading

1. Snell, S., Bohlander, G. W., & Bohlander, G. (2010). *Principles of human resource management*. South-Western Cengage Learning.
2. Bramham, J. (1994). *Human resource planning*. Universities Press.

STRUCTURE

Overview

Objectives

Objectives

6.1. Introduction and definition of HRM

6.2. Introduction

6.3. Meaning of recruitment

6.4. Features of recruitment

6.5. Importance of recruitment

6.6. Internal sources of recruitment

6.7. Outside sources of recruitment

6.8. Recruitment process

6.9. E-Recruitment

6.10. Evaluation of Recruitment Methods

6.11. Meaning of Selection

6.12. Selection process

6.13. Meaning of placement

6.14. Steps in placement

6.15. Merits of placement

6.16. Meaning of Interviews

6.17. Types of Interviews

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, we discuss recruitment and selection. Selection and the various types of interviews are also discussed. The concept of placement is also covered.

Objectives

After completion of this Unit, you will be able:

- To define recruitment
- To know the sources of recruitment
- To evaluate the recruitment methods
- To understand the meaning of selection.
- To know about interviews
- To understand the concept of placements.

6.1. Introduction

Recruitment is the process of having the right person, in the right place, at the right time and it is crucial to organizational performance. The process of finding and hiring the best qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost-effective manner.

The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.

6.2. Meaning of Recruitment

Definition

“Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for the job.” – **(Flippo EB, 1980)**

“Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.” **(Yoder D. et al 1972)**

- It means finding or attracting applicants for the employer’s open positions
- It creates demand for people
- Reduces under-employment
- Helps the industry to grow
- Helps to identify qualified candidates
- Provides clarity

6.3. Features of Recruitment

6.4. Importance of Recruitment

Features of Recruitment

- ❖ It is a process rather than a single act or event.
- ❖ Linking activity as it brings together the employer and the prospective employees.
- ❖ Positive activity to seek out eligible persons from which suitable ones are selected.
- ❖ To locate the sources of people required to meet job requirements.
- ❖ Ability to match jobs to suitable candidates.
- ❖ A two way process between recruiter and recruited.
- ❖ A complex job that involves lots of factors like image of the company, nature of jobs offered, organizational policies, working conditions etc.

1. Finding out and developing the source here required number and kind of employees are / will be available.
2. Developing suitable techniques to attract the desirable candidate.
3. Employing the technique to attract the employees.
4. Finding out and developing the source here required number and kind of employees are / will be available.
5. Developing suitable techniques to attract the desirable candidate.
6. Employing the technique to attract the employees.
7. Stimulating as many candidates as possible and asking them to apply for jobs irrespective of number of candidates required in order to increase the selection ratio (i.e., number of applications per one job vacancy) due to lower yield ratio.

6.5. Internal sources of recruitment

- Current candidates – identifying through internal records, skills and banks, qualifications, role played
- This is done to job posting meaning publicizing the open job to employees
- Promotions

- Rehiring
- Transfers
- Rehiring were bringing in former employees because they know the environment well
- Succession planning which is ongoing process of systematically identifying, assessing and developing organizational leadership to enhance performance.

Merits for transfer and promotions

Merits

- ❖ Morale and motivation of employees improves.
- ❖ Promotes loyalty and commitment amongst employees due to sense of job security and advancements.
- ❖ Chances of proper selection high
- ❖ Present employees familiar with organization surroundings.
- ❖ Time and expenditure for recruitment reduced.

www.google.com

Demerits

- * Fails to bring in fresh blood into organization
- * Promotion based on seniority
- * Choice in selection is restricted
- * All vacancies cannot be filled from within organization.
- * Not available to newly established enterprise.

www.google.com

6.6. Outside sources of Recruitment

- Internet recruitment-monster.com
- Pros-cost effective, less time
- Cons-excludes higher number of applicants
- Advertising- media through construction of proper ads
- Employment agencies- government employment exchanges, agencies associated with nonprofit organizations privately owned.

- Recruiting via internet
- College recruiting
- References
- Temporary staffing
- Off shoring and outsourcing-going and working abroad
- Executive recruiters (head hunters) are special employment agencies retained by employers to seek out top-management talents for their clients.
- On demand recruiting services provide short term specialized recruiting assistance to support specific projects without the expense of retaining traditional search firms
- College or on campus recruitments
- References, walk ins, recommendations

6.7. Recruitment Process

The major steps of the recruitment process are stated here:

- Communication of Information regarding the recruitment
- Trying the recruitment process with internal and external sources
- Identifying the prospective candidates through the sources of recruitment
- Doing the brand building job properly and through which encouraging the applicants to apply for jobs
- Assess the candidate's suitability through the profile.

6.8. E- Recruitment

The term e-recruitment means using Information Technology (IT) to speed up or enhance parts of the recruitment process.

It ranges from the applicant interface for advertising vacancies and making job applications, to the back office processes, which allow a liaison between human resources (HR) and line managers to set up a talent pool or database of potential recruits.

It is useful in the following ways:

- enhance the applicant experience
- communicate the employer's image and culture better

- make the recruitment process faster, more accountable and standardised
- increase the diversity of applicants
- Provide better management information on applicants □ find the right candidate for the job.

6.9. Evaluation of Recruitment Methods

It should provide answers to the following questions It includes:

1. Number of initial enquiries received which resulted in completed application forms.
2. Number of candidates at various stages of the recruitment & selection process, especially short listed.
3. Number of candidates recruited.
4. Number of candidates retained in the organization after six months.

6.10. Meaning of Selection

Blueprint of the entire selection process can reduce confusions. Companies may conduct tests to have an insight on the technical knowledge, communication skill, and the general aptitude of the candidate.

This might be followed by a group discussion which gives a clear idea on the interpersonal skills, leadership qualities and presentation skills of the candidate.

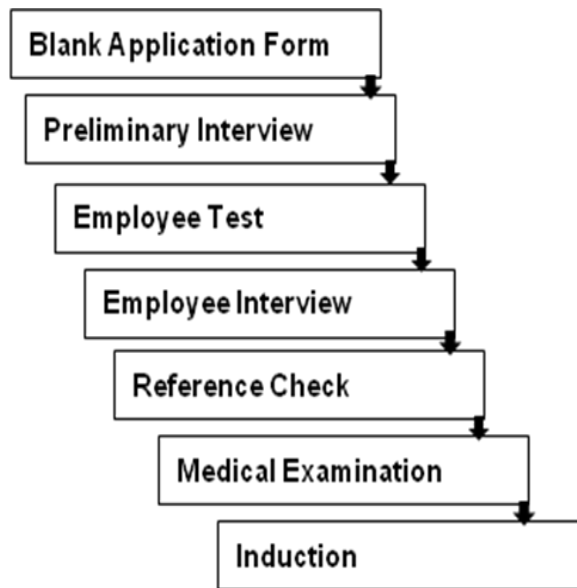
Selection

- Selection has been regarded as the most important function of HR department, right kind of people at the right place and at the right time.

Definition:

- “It is the process of differentiating between applicants in order to identify (and hire) those with the greater likelihood of success.”

6.11. Selection Process



First step in selection process:

Blank Application Form

It is a structured interview in which questions are standardized. It consist basic details of the candidates.

Such as:

1. Age and gender
2. Marital Status
3. Height and weight
4. Education details
5. Languages
6. Details of previous job
7. Average earnings
8. Reason for quitting previous job
9. Hobbies
10. Salary Expectations

www.google.com

Main aims of blank application forms are:

- To verify the information given in the resume and exact information you need to know on the job applicant
- Useful to know about the applicants for walk in.

- It is easy to compare the skills and experience of different applicants.

Second step is:

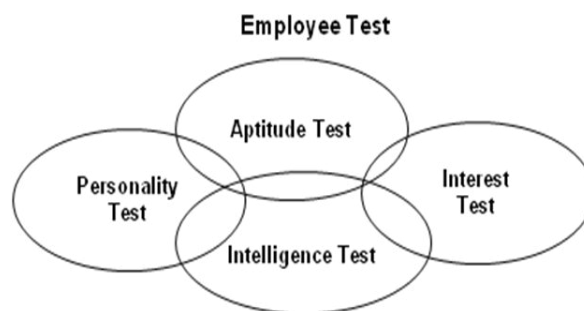
Preliminary Interview

On the basis of application blank, candidates are selected for the first interview. It is necessary when a large no of candidates apply for a single job.

Interviewer asked general questions and evaluate the appearance of the candidate.

www.google.com

Third step is:



www.google.com

Fourth step is:

Employment Interview

Selected candidates call for the final interview in which interviewer asked many type of questions to judge the candidate for that job.

It consist of interaction between interviewer and applicant.

There are different types of interviews:

- a. One to one interview
- b. Panel Interview
- c. Structured Interview
- d. Unstructured Interview
- e. Stressed Interview
- f. Behavioral description Interview
- g. Telephonic Interview
- h. Situational Interview

www.google.com

Last step is:

Medical Examination

It is required to eliminating candidates to suffer from the health problems which might affect his attendance in the work place.

In the government and semi government organizations getting medically examined is a must before reporting for duty or at the time of duty.

www.google.com

6.12. Meaning of Placement

Concept

Placement is the actual posting of an employee to a specific job – with rank and responsibilities attached to it.

Most organizations put new recruits on probation for a given period of time after which their services are confirmed.

Placement, however, should be made with as little disruption to the employee and organization as possible.

Differential Placement: If an employee is not able to cope with job he may be shifted to another job in consultation with the line manager.

6.13. Steps in Placement

Steps

- Collect details about the employee
- Constructor employee's profile
- Match between sub group profile and individual profile
- Compare sub group profile to job family profile
- Assign the individual to job family
- Assign the individual to specific job further counseling and assessment.

6.14. Merits of Placement

Advantages of a Placement

- ❖ Gain lots of new skills: and have lots of evidence of these skills for final year applications.
- ❖ Usually get higher degree class.
- ❖ Gives you a chance to try out a career
- ❖ Gain greatly in self confidence and maturity.
- ❖ Learn application and interview skills.
- ❖ Some employers only recruit placement students
- ❖ May get a job offer for when you graduate
- ❖ Much lower unemployment rate after graduating and usually in much better quality jobs.
- ❖ Much better chance of becoming a scientist
- ❖ Helps applications for Ph.D. places.
- ❖ Can be will paid

6.15. Meaning of Interview

An interview may be defined as a systematic and scientific process used in the employee selection which helps to acquire needed information with regard to the candidate's capabilities and his interest, aptitude and knowledge required for the job and also to provide him the requisite information about the concerned organisation through face-to-face communication, thus creating a feeling of trust and confidence in the mind of the prospective candidate.

6.16. Types of Interviews

They are:

Structured Interviews or Directive interview

- Employer lists the questions ahead of time and may even list and score possible answers for appropriateness.
- Manager ensures that there is a standard set of questions.
- The interview might choose questions from a list.

- The questions are more structured in nature in its approach.
- It contains formal candidate rating procedure and its enables geographically disbursed interviewers to complete the form over the web.
- Helps to identify talented candidates.

Unstructured interviews: the manager sets no format here.

- A few questions might be specified in advance.
- It is more like general conversation.

Situational interviews: candidates are asked with, what would be his behavior in a given situation.

- Behavioral questions are asked in behavioral interview where candidates are asked to describe how they reacted to actual situations in the past.

Job related interview: Interviewer asks applicants about the relevant past experience.

No scenario or hypothetical questions are asked.

- Job related questions such as “which course did you like best in business school?”
- This helps to aim to draw conclusions about candidates’ ability.

Stress interview: interviewer asks applicants questions about relevant past experiences.

- This would spot sensitive applicants and those with low or high stress tolerance.
- Helps to identify hypersensitive applicants.
- First the weakness of the applicant is probed.
- E.g.: customer relationship manager.
- However ethical questions are handled here.

One to one interview: two people meet and one interview by seeking oral responses to oral inquiries.

- Employers tend to schedule these interviews sequentially.

Unstructured sequential interview: each interviewer asks questions what comes to their mind.

- **Structured sequential interview:** each interviewer rates the candidates on a standard evaluation form using standardized questions.
- The hiring manager then reviews and compares the evaluation before deciding to whom to hire.

Panel interviews: or board interview conducted by team of interviewers who together interview each candidate and then combine the ratings into final panel score.

- It helps to provide meaningful responses.

Mass interview: here the panel has a problem for the candidates

- They observe which candidate takes the lead in formulating the answers.

Phone interviews: interviews are done via telephone. These can be accurate than face to face interviews for judging an applicant intelligence, interpersonal skills.

- Web based interviews: Organizations use skypes and web for selecting the candidates.
- Cisco systems equip recruiters with PC video cameras so they can conduct preliminary interviews online.
- It helps to reduce travels.

Let us sum up

In this unit you have studied about the following:

Recruitment is the process of locating and encouraging potential applicants to apply for existing or anticipated job openings. Certain influences restrain (the freedom of) managers while choosing a recruiting source such as: image of the company, attractiveness of the job, internal policies, budgetary support, government policies, etc.

Recruitment is influenced by a variety of environmental factors - economic, social, technological, political, legal, etc. The sources of recruitment may be broadly divided into two categories: internal sources and external sources. Both have their own merits and demerits.

Companies may conduct tests to have an insight on the technical knowledge, communication skill, and the general aptitude of the candidate.

An interview may be defined as a systematic and scientific process used in the employee selection which helps to acquire needed information

with regard to the candidate's capabilities and his interest, aptitude and knowledge required for the job.

Check your Progress

1. Who is generally known as “the father of modern management theory”?
 - a. Henry Fayol
 - b. Frederick W. Taylor
 - c. Gilbret
 - d. Bernard
2. Which of the following is considered the first wage incentive plan in modern industrial era?
 - a. Halsey plan
 - b. Taylor’s differential piece-rate plan
 - c. Barth plan
 - d. Gantt Task plan
3. Concept of MBO was first developed by
 - a. Peter Drucker
 - b. Douglas McGregor
 - c. Henry Fayol
 - d. Clayton P. Alderfer
4. Industrial discipline ordinarily does not imply
 - a. observance of company’s rules and regulations
 - b. cooperating with management and co-workers
 - c. active participation in union activities
 - d. All of the above
5. smooth discharge of duties and responsibilities A strike called by a section of workers/union members without authorization from proper authority of the union is called
 - a. sectional strike
 - b. jurisdictional strike
 - c. wild cat strike
 - d. sympathetic strike

Glossary

Recruitment: making the job applicant to apply for job.

Selection: right person, for right job, with right skills at right point of time.

An interview may be defined as a systematic and scientific process used in the employee selection which helps to acquire needed information with regard to the candidate's capabilities and his interest, aptitude and knowledge required for the job

Answers for check your progress

1. a.
2. b.
3. a.
4. c.
5. c.

Suggested Reading

1. Boselie, P. (2014). *EBOOK: Strategic Human Resource Management: A Balanced Approach*. McGraw Hill.
2. Niles, S. G., & Harris-Bowlsbey, J. (2013). *Career development interventions in the 21st century* (p. 528). Boston, MA: Pearson.

Unit-7

Orientation and Induction

STRUCTURE

Overview

Objectives

7.1. Introduction

7.2. Things that happen during orientation

7.3. Orientation process

7.4. Induction

7.5. Steps in Induction Programme

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, the concept of orientation and the concept of induction process has been clearly discussed.

Objectives

After completion of this unit, you will be able:

- To know about the concept of orientation
 - To understand the concept of induction process
-

7.1. Introduction

It is a systematic and comprehensive approach to orienting a new employee to help them get "on board." There are two high-level goals of the onboarding process: To make new employees feel welcome and comfortable in their new surroundings. To minimize the time before new employees are productive members of their new workgroup.

7.2. Things that happen during orientation

- Work of HR department with the guidance of department supervisor.
- Also called onboarding today.

- Employees Orientation provides new employees with the information they need to function.
- Ideally it should get new employees start getting emotionally attached to the firm.
- Important things to be accomplished by orienting employees.
- Make sure new employee feel welcome and at home and part of the team.
- Make sure the new employee has the basic information to function effectively such as email access, personnel policies and benefits and what the employer expects in terms of work behavior.

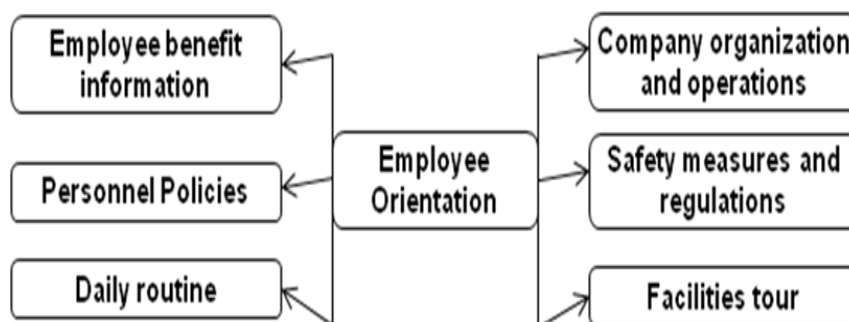
-help the new employee understand the organization in a broad sense (its past, present, culture and strategies and vision of the future.

-start the person on the process of becoming socialized into the firm culture, values and ways of doing things.

E.g.: Mayo clinic new “heritage and culture program” talks about core values like team work, personal responsibility, innovation, integrity, diversity, customer service, mutual respect.

7.3. Orientation process

The Orientation Process



- Traditional process take long hours.
- Hr specialist normally performs the job.
- Details like working hours, benefits and vacations are shared.
- They reduce first day jitters.
- Supervisors need to follow up and encourage new employees to engage in activities that will “learn the rope” and become productive.

- The employee handbook: it represents legally binding employment commitments.
- Employers often include disclaimers.
- Give clear statements on company policies, benefits and regulations do not constitute the terms and conditions of employment contract either expressed or implied.
- Informal orientation also helps newly hired people to open up and be relaxed.
- Infosys and TCS have modelled their facilities where campus hires join for orientation and initial training just like university campus.

7.4. Induction

Induction

After selecting the candidate, INDUCTION is provided to the candidate.

The major objectives of INDUCTION are:

- a. Familiarizing the new employee with this new surrounding, company policy, rules and regulations, structure etc.
- b. Integrating his personal goals with organizational goals

A good induction programme should contain the following areas which are conveniently distributed under organization's point of view and employee's point of view:

Organization's Point of View:

1. History, mission, objectives and philosophy of the organization.
3. Its product, production process, operations involved, state of technology.
4. Its past achievements, present status and future growth plan.
5. Structure of the organization and the functions of different departments.
6. Delegation of authority and decision-making process.
7. Personnel policies, other miscellaneous policies, practices and regulations.
8. Job descriptions and responsibilities.
9. Expectations from new employees.

Employee's Point of View

1. Job responsibilities.
2. Office procedures.
3. Grievance handling procedures.
4. Salary and perks.
5. Service rules governing hours of work, overtime.
6. Rules covering probation, confirmation, promotion opportunities, transfer, etc.
7. Retirement and superannuation benefits.
8. Employee services and welfare activities.
9. Employee's participation in small group activities, question schemes.
10. Performance evaluation.

7.5. Steps in Induction Programme

An induction programme essentially involves the following steps:

1. **General Orientation:** It includes guided tours in different departments of an organization, introduction with fellow employees, supervisors and executives, information about the organizations' mission, philosophy, achievements and future plans, etc. Some organizations have their printed manuals, which they give to their new employees to orient them with their induction training programmes for a week or so. The purpose of such general orientation programme is to build a sense of pride in the minds of the new employees and also to create an interest in them about the organization.
2. **Specific Orientation:** This is intended to help new employees to get acclimatized with their new work environment. The supervisor or the departmental boss of the employee takes him to his place of work and imparts vocational guidance for his particular nature of work. He is also told about the technology, environment and other facilities available in the organization, prevailing practices and customs and specific expectations from an employee. For executives and managerial employees, targets and key result areas for each of them are given to make them aware of what organization expects from them.
3. **Follow-up Orientation:** This orientation is conducted sometime

after the initial induction of an employee, i.e. preferably within a period of six months or so. The purpose of such orientation is to give guidance and counsel to the employees to ensure that they are reasonably satisfied and gradually settling in the organization.

Let us sum up

In this unit, you have learned about the following:

It is a systematic and comprehensive approach for orienting a new employee to help them get "on board." Organization point of view and individual point of view are the two dimensions as to induction process.

Check you progress

1. Promotion is basically a reward for –
 - a. Efficiency
 - b. Seniority
 - c. Physical fitness
 - d. Retention
2. What is 360° appraisal?
 - a. a process that provides an employee opportunity in decision making
 - b. a process that provides an officer opportunity of feedback about own performance
 - c. a process that provides an employee with feedback about his / her workplace performance
 - d. Both a and b.
3. Role of performance management is to accomplish –
 - a. Performance needs of the organization
 - b. Guide the development of individuals for skill and knowledge
 - c. Motivate individuals / provide data adopt condition of human capital and b.
 - d. All above
4. Competency Mapping is possible through approaches like –
 - a. Job analysis / workforce skills analysis / supply and demand analysis

- b. Job analysis / Gap analysis / solution analysis
 - c. Gap analysis / solution analysis and a.
 - d. Both a and b.
5. Human needs have been divided into five categories under need hierarchy theory. Who invented this theory?
- a. McClelland
 - b. John Atkinson
 - c. Maslow
 - d. Herzberg

Glossary

Induction: Introduction of a person to the job and the organization.

Placement: Actual posting of an employee to a specific job - with rank and responsibilities attached to it.

Answers to Check your Progress

- 1. c.
- 2. c.
- 3. c.
- 4. c.
- 5. c.

Suggested Reading

- 1. Boselie, P. (2014). EBOOK: Strategic Human Resource Management: A Balanced Approach. McGraw Hill.
- 2. Niles, S. G., & Harris-Bowlsbey, J. (2013). Career development interventions in the 21st century (p. 528). Boston, MA: Pearson.

Unit-8

Training Needs Analysis

STRUCTURE

Overview

Objectives

8.1. Introduction

8.2. Training Need Assessments (TNA)

8.3. TNA is required for the following reasons

8.4. Sources of identifying training needs

8.5. Techniques for determining the specific training needs

8.6. Training methods: mode of delivery

8.7. Capacity Building

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, the training need assessment and its requirement has been discussed. The sources of identifying training needs and the techniques for determining the specific training needs are covered. The training methods and modes of delivery and capacity building have also been discussed.

Objectives

After completion of this unit, you will be able:

- To Explain the terms training
 - To Discuss various methods of training To know about capacity building
-

8.1. Introduction

Training improves, changes, and moulds the employee's knowledge, skill, behavior and aptitude and attitude towards the requirement of the job and the organization. After an employee is selected, placed and introduced in an organization, he/she must be provided with training facilities in order to adjust him/her to the job.

8.2. Training Need Assessment

- effective design of training begins with TNA
- It helps to choose appropriate training modules
- Helps to integrate the activities of the organization
- Helps to set proper business strategy
- TNA is a systematic method to determine that determines the training needs for an organization
- It helps to analyses the performance deficiencies and the ways and means to make the negatives into good.
- Helps in determining the resource of availability
- Draw up the training plan and budget
- Helps to optimize training budget
- Helps to build organizational requirements, For this purpose it requires gathering of data about the employees performance to validate the identified training needs
- TNA helps to build employee capabilities to increase their productivity

8.3. TNA is required for the following reasons

- To understand the employees performance gaps
- To understand whether training can make a difference to the productivity
- To balance the development needs of the employees and the organization on the whole
- To understand the critical skill sets that helps in building competitive advantage through enhancing employees capabilities
- To maximize the rate of return from employees training
- To develop a structured training plan, keeping in pace with organizational resources availability
- It facilitates scientifically and helps in exploring possible alternatives

8.4. Sources of Identifying training needs

Job Profile Analysis:

It helps in understanding the description, functions and responsibilities of

employees need to carry out in their day-to-day jobs.

- Tasks analysis provides a deeper analysis on the jobs

Analysis through Consultants

- “**Provek**” a tailor made program of TCS
- Involves TNA, design and development etc
- Helps to share knowledge, experience and best practices
- Builds confidence and competence, confidential coaching support
- benefits through pre-training survey: done by superiors
- Surveys tries to understand the needs and expectation of employees

8.5. Techniques of determining the specific training needs

- Observation: scientific approach and first hand in nature
- Primary source of analysis is the performance analysis
- Results is better outcomes
- Assessors prepare checklist in advance
- Interviews: direct responses from respondents
- Scientific and transparent
- Face to face interaction
- They develop structured questionnaire
- Better way of understanding the performance of employees

8.6. Training Methods: Mode of Delivery

- On the Job training: Technique where an employee is put on the job and is trained to perform the said job
- Helps the employee to acquire the skills for performing the said job in the future
- The senior managers use to train the new joined employees

Apprenticeship creation of an assistant to position, job rotation and special assignments are different nature and forms of such training programs.

Job Instruction training

- This training is provided through step by step learning.

- The steps required for the job are identified in order of sequence and an employee is trained to different steps of a job
- The trainer needs to be experienced in nature
- He should possess the knowledge of the job, roles and responsibilities Tasks involved in a job etc
- This helps to remove redundant steps
- Leads to upgradation and up dation

Vestibule training

- Duplicates the on the job situation away from the actual workplace with similar machinery and equipment
- They create the actual situation
- This help to acquire new skills Training is given by the production centre

Interactive Methods

- Lecture method: participants are motivated to learn
- Helps to understand the enriching knowledge and skills through reading assignments and experience.
- But participants ability to retain information less
- Conference method: It is participative group centered method through which the participants develop their knowledge and understanding by conducting small group discussions
- Also enhances follow up discussion on a paper presented by an expert.

Programmed instruction

- It is a prearranged desired course of proceedings of learnings of new skills , knowledge
- Information in such programs is conveniently broken into different units to allow the trainees to learn at their convenient pace.
- E-Learning
- Cost effective
- Suitable for modern times
- Provides real time information
- Can learn any time, Delivery of training programs via intranet

Cross-training. This method allows employees to experience other jobs, which not only enhances employee skills but also gives companies the benefit of having employees who can perform more than one job.

- Cross-training also gives employees a better appreciation of what co-workers do and how their own jobs fit in with the work of others to achieve company goals.
- Can be carried out in the form of job rotation
- Capable personnel can be identified



www.google.com

8.7. Capacity Building

- Investing in future strength and capability
- Capacity-building is the process of developing an organization's strength and sustainability, health and longevity.
- Capacity-building enables you to focus on your mission
- What capacity building means
- Capacity-building is a measurable improvement in an organization's ability to fulfill its mission through a blend of sound management, strong governance, and dedication to assessing and achieving results.

Organizational infrastructure. This includes things like facilities (both workplaces and service locations), equipment (computers and other technology, office supplies).

Let us sum up

In this unit, you have learned about the following:

Training helps to bring development and changes in the attitude of

individuals. It leads to learning and development and leads to organization goals and success.

Check your progress

1. Discuss the roles of the HR Manager
 - a. Administrator / evaluator / career development advisor / instructor or facilitator
 - b. marketing programmes and services / instructor material producer
 - c. Needs analyst /organizational changer / researcher and a.
 - d. Both b and c.
2. The objectives of HR audit are –
 - a. to determine the effectiveness of management programmes
 - b. analyse the factors and recommend for correcting deviations and a.
 - c. extent to which line managers have complied with HRD polices and b.
 - d. to study future manpower inventory and identify shortfalls
3. Employee accountability is strengthens in
 - a. HR Audit
 - b. HR Training
 - c. Succession Planning
 - d. HR functions
4. The main barriers of communications are –
 - a. Organizational + Semantic
 - b. Personal + psychological + resistance to new ideas
 - c. Both a and b.
 - d. Organizational / psychological
5. Manpower planning consists of –
 - a. determining the jobs to be done / identifying the skills / estimating the exists likely / filling up the requirements
 - b. identifying the skills / filling up the requirements
 - c. Estimating the turnover likely to happen in near future
 - d. determining the jobs to be done

Glossary

TNA is a systematic method to determine that determines the training needs for an organization.

Job Profile Analysis: It helps in understanding the description, functions and responsibilities of employees need to carry out in their day-to-day jobs.

On the Job training: Technique where an employee is put on the job and is trained to perform the said job

Lecture method: participants are motivated to learn & helps to understand the enriching knowledge and skills through reading assignments and experience.

Answers to check your progress

1. d.
2. c.
3. a.
4. c.
5. a

Suggested Reading

1. Harzing, A. W., & van Ruysseveldt, J. (Eds.). (2017). *International human resource management: A critical text*. Red Globe Press.
2. Jones, F., Burke, R. J., & Westman, M. (2013). *Work-life balance: A psychological perspective*. Psychology Press.

Block-3: Introduction

Block-3: **Managing Careers** has been divided in to four Units. **Unit-9: Career Planning and Employee Development** describes about Introduction, Career management, Career management methods, Need for Career Planning, Process of Career Planning and Employee development.

Unit-10: Career Stages- Career Choices and Preference explains about Career stages, Meaning of career choice and Factors influencing career choice.

Unit-11: Mentoring, Coaching, Time Management and HRIS deals with Mentoring and Definition of mentoring, Types of mentoring, Basis of mentoring, Principles of mentoring, Skills needed by mentor, mentee, Attitude for mentoring, Responsibilities of a Mentor, Coaching, Qualities of good coach, Role of a coach, Responsibilities of a coach, Benefits of coaching, Difference between coaching and mentoring, Process of coaching/effectiveness of coaching, Time management, Features of Time management, Types of Time management, Failing to manage your time effectively, Time analysis, Human Resource Information System(HRIS) and concept, Objectives of Human resource Information system Designing HRIS and Implementation of HRIS.

Unit-12: Employee Separations, Downsizing and Outplacement explains about the Reasons for Employee separation, Benefits of Employee separation, Types of Employee separation, Downsizing, Why do companies downsize?, Downsizing strategies, Benefits of Downsizing, Outplacement Meaning and benefits, Fundamentals of Industrial Relations, Objectives of Industrial Relations, Importance of industrial relations, Dimensions of trade unions, Fundamentals of Labour Laws, Origins of labour laws, Labour policy in India and Duties of employer under labour law act.

In all the units of Block -3 **Managing Careers**, the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

Career Planning and Employee Development

STRUCTURE

Overview

Objectives

9.1. Introduction

9.2. Career management

9.3. Career management methods

9.4. Need for Career Planning

9.5. Process of Career Planning

9.6. Employee development

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, we study about the career management and its methods. The process and need for career planning is discussed and employee development is also covered.

Objectives

After completion of this unit, you will be able:

- To understand career management To learn career planning
- To know employee development

9.1. Introduction

- Meaning of career: It is defined as occupational positions a person has had over many years.
- Employers support their employees career needs.
- It is related to career management.
- Careers today are different and with more women pursuing professional and managerial careers, balancing families and challenges.

- Medicine, engineering other than these there are various fields and lot of job opportunities.
- There is no much psychological contract between employer and employees.

9.2. Career Management

- Is a process for enabling employees to better understanding and develop their career skills and interests
- They help in using this skills in an effective manner within the company
- And even after leaving the firm
- This is specific in nature and differs from individual to individual
- Companies provide career management activities which are practical and realistic
- They offer career oriented appraisals and career development activities

How is Career in Companies Managed during Crisis?

FedEx Express will test middle mile autonomous drone delivery through a partnership with Elroy Air as the delivery giant looks to improve operational productivity, efficiency and safety, the companies announced Wednesday.

Elroy Air is the operator of the hybrid-electric vertical take-off and landing (VTOL) aircraft Chaparral, which FedEx will use in the testing. The aircraft can autonomously pick up between 300 and 500 pounds of cargo and deliver up to 300 miles away.

Test flights moving shipments between FedEx sortation locations are slated to start in 2023. The companies will work together to identify testing environments both domestically and abroad to perform flights, said Kofi Asante, Elroy Air's VP of business development and strategy.



FedEx will test drone delivery for more efficient middle mile logistics

www.linkedin.com

9.3. Career Management Methods

- The employers role: ranges from simple to comprehensive
- Tuition fees reimbursements are simple ways to support employee's career development goals.
- E.g: Sun microsystems have formal development programs.
- Career development centres are run by counsellors.
- IRACE – Infosys introduced in 2009 where the program is designed in alignment with management practices and client priorities.
- Some companies provide career coaches and offer online programs.

9.4. Need for Career Planning

Every employee has a desire to grow and scale new heights in his workplace continuously. If there are enough opportunities, he can pursue his career goals and exploit his potential fully.

He feels highly motivated when the organization shows him a clear path as to how he can meet his personal ambitions while trying to realise corporate goals.

Unfortunately, as pointed out by John Leach, organizations do not pay adequate attention to this aspect in actual practice for a variety of reasons. The demands of employees are not matched with organizational needs; no effort is made to show how the employees can grow within certain limits, what happens to an employee five years down the line if he does well, whether the organization is trying to offer mere jobs or long-lasting careers, etc.

When recognition does not come in time for meritorious performance and a certain amount of confusion prevails in the minds of employees whether they are 'in' with a chance to grow or not, they look for greener pastures outside.

Key executives leave in frustration and the organization suffers badly when turnover figures rise. Any recruitment effort made in panic to fill the vacancies is not going to be effective. So, the absence of a career plan is going to make a big difference to both the employees and the organization.

Employees do not get right breaks at a right time; their morale will be low

and they are always on their toes trying to find escape routes.

Organizations are not going to benefit from high employee turnover. New employees mean additional selection and training costs. Bridging the gaps through short-term replacements is not going to pay in terms of productivity.

Organizations, therefore, try to put their career plans in place and educate employees about the opportunities that exist internally for talented people. Without such a progressive outlook, organizations cannot prosper.

9.5. Objectives of Career Planning

Career planning seeks to meet the following objectives:

1. Attract and retain talent by offering careers, not jobs.
2. Use human resources effectively and achieve greater productivity.
3. Reduce employee turnover.
4. Improve employee morale and motivation.
5. Meet the immediate and future human resource needs of the organization on a timely basis.

9.6. Process of Career planning

The career planning process involves the following steps:

1. Identifying Individual Needs and Aspirations: Most individuals do not have a clear cut idea about their career aspirations, anchors and goals. The human resource professionals must, therefore, help an employee by providing as much information as possible showing what kind of work would suit the employee most, taking his skills, experience, and aptitude into account.
2. Analyzing Career Opportunities: Once career needs and aspirations of employees are known, the organization has to provide career paths for each position. Career paths show career progression possibilities clearly. They indicate the various positions that one could hold over a period of time, if one is able to perform well.
3. Aligning Needs and Opportunities: After employees have identified their needs and have realized the existence of career opportunities the remaining problem is one of alignment. This process consists of two steps: first, identify the potential of employees and second, undertake career development programmes with a view to align

employee needs and organizational opportunities.

4. Action Plans and Periodic Review: The matching process would uncover gaps. These need to be bridged through individual career development efforts and organization supported efforts from time to time. After initiating these steps, it is necessary to review the whole thing every now and then.

9.7. Employee Development

- employee development to be a successful balance between an individual's career, demands, and the goals of the organization with targeted work
- gain relevant skills and experience as well as knowledge
- constant communication with their employees is a must
- issuing and receiving feedback from employees
- issuing and receiving feedback from employees
- Patience is highly advocated handling employees of different personalities.
- managers should be well versed with discipline and discharge policy for administration and staff
- employee development encourages professional development.
- employees need to be respected and feel motivated and develop a sense of loyalty and attachment towards the organization.
- Employee development is important for employees to enhance their skills and upgrade their existing knowledge in order to perform better. Employee development is important not only for professional but also personal growth of employees.
- employee development is essential for extracting the best out of employees.
- employee development creates a learning culture in the organization where every employee is motivated to learn new skills and acquire new learnings.
- employee development helps an employee to do a self analysis of himself/herself.
- employee development also goes a long way in strengthening the relationship among employees

Let us sum up

In this unit, you have learned about the following:

Career Management is a process for enabling employees to better understanding and develop their career skills and interests. They help in using these skills in an effective manner within the company. Employee development to be a successful balance between an individual's career, demands, and the goals of the organization with targeted work.

Check your progress

1. **Key Performance Areas means**_____
 - a. Areas which are within the responsibility of the role
 - b. Areas which the management has demarcated to be performed by employee
 - c. Areas for strengthening of skills and attitudes
 - d. All above
2. **Career path planning is affected by**_____
 - a. Employee preference
 - b. Employee requirements
 - c. Employee preference/employees requirement and structure of the organization
 - d. Both a and b.
3. **Phases of performance counselling are**_____
 - a. Rapport building / employee should discover own SWOT / action plans, through brainstorming sessions
 - b. Two way communication / employee be encouraged for their own performance appraisal
 - c. Organizational objectives are integrated
 - d. All above
4. **Training method commonly used, for employee in banks is**_____
 - a. On the job training
 - b. Classroom Training
 - c. Off the job training
 - d. Vestibule Training

5. Training evaluation is measured by_____
- a. Goal based / Goal free / Responsive
 - b. Systems / professional review / quasi-legal
 - c. Goal based / systems / responsive
 - d. Both a and b.

Glossary

Career: It is defined as occupational positions a person has had over many years.

Career management is a process for enabling employees to better understanding and develop their career skills and interests.

Employee development to be a successful balance between an individual's career, demands and the goals of the organization with targeted work.

Answers to check your progress

- 1. a.
- 2. c.
- 3. a.
- 4. b.
- 5. c

Suggested reading

- 1. Boselie, P. (2014). *EBOOK: Strategic Human Resource Management: Balanced Approach*. McGraw Hill.
- 2. Niles, S. G., & Harris-Bowlsbey, J. (2013). *Career development interventions in the 21st century*

Unit-10

Career Stages, Career Choices and Preference

STRUCTURE

Overview

Objectives

10.1. Career stages

10.2. Meaning of career choice

10.3. Factors influencing career choice

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, we see about career stages, meaning of career choices and the factors influencing career choices.

Objectives

After completion of this unit, you will be able:

- To understand different stages in career
 - To know about career choice
 - To define the factors influencing career choice
-

10.1. Career Stages

- Exploration: ends for most of us in our mid-twenties
- transition from college to work
- From an organizational standpoint this stage has little relevance since it occurs prior to employment.
- Number of expectations about one's career are developed, many of which are unrealistic.
- One needs to build confidence and more realistic picture of employee can do and cannot do.
- Top management checks for competence with the candidate got purpose of promotions.

- commitment on the part of the individual to a particular occupation.

Demerits:

Observe a high level of turnover among new employees.

- Employees in this stage need opportunities for self-exploration.
- The attrition rate may be reduced in this stage by providing a variety of opportunities and tasks.

1. Establishment:

Begins with the search for work and includes our First job, being accepted by our peers, Learning the job and gaining the first tangible evidence of success or failure in the real world. It is a time which begins with uncertainties, anxieties and risks. Leads to increased responsibilities. Individual in this stage has yet to reach his peak productivity. Rarely gets the job that carries great power or high status.

Competence is the major measure used here and they use Peter Principle which means companies promote employees up to their level of incompetence where they sit and some time underperform for years.

- Many firms have informal promotion processes. They may not open positions.
- They take up unpublished criteria
- Individual need to know people to get promotions.
- Sometimes promotions are not straight forward.

2. Mid-career

- Individuals may continue their prior improvements in performance or begin to deteriorate.
- At this point in a career, one is expected to have moved beyond apprenticeship to worker-status.
- Successful transition assume greater responsibilities and get rewards. it may be a time for reassessment, job changes, adjustment of priorities or the pursuit of alternative lifestyles.

3. Late career

- Late career usually is a pleasant time when one is allowed the luxury to relax a bit.
- It is the time when one can enjoy the respect given to him by younger employees.

- No longer has learning happened for individuals.
- Learning happens based on the interests of the individuals
- Route of consultant is said to be chosen by people where they use their knowledge and skill earned during the life time.
- These employees teach others on the basis of the knowledge they have gained.

4. Decline

- It is the retirement stage.
- After this, these employees can work as consultants in their companies.
- Or they can seek for other career prospects outside the company

10.2. Meaning of career choice

- A choice implies the completion of some actions or successful steps, and the attainment of a career is the final outcome of the career choice process.

10.3. Factors influencing career choice

1. family background
2. cultural values
3. personal aptitudes
4. meeting challenges
5. benchmark
6. skills of the individuals and interests
7. work environment
8. prospects of advancement
9. income
10. individual personality and preferences- it is based on 6 dimensions like realistic, artistic, social, enterprising and conventional routine
11. adaptability
12. Innovation.

Let us sum up

In this unit, you have learned about the following:

Career choice is considerably important in terms of socio-economic lives of the individuals. The truth or falsity of the decisions taken in a career choice has a major impact in terms of personal and social life. However, career choice, an important decision, is made in the early periods of individuals' lives.

Check your progress

1. Lockout is a weapon available to –
 - a. Employees
 - b. Trade Unions
 - c. Employers
 - d. Government
2. How the conflicts within employers and employees can be settled or prevented?
 - a. method
 - b. Government Machinery
 - c. Statutory Measures
 - d. All above
3. The word workers participation in management means –
 - a. Sharing the decision making powers
 - b. Sharing the decision making with lower results of the employees
 - c. Sharing the day to day working with higher ranks of persons
 - d. Sharing the financial decision making powers with representative of workers
4. What is the role of the trade-union in collective bargaining?
 - a. To protect jobs and real earnings
 - b. Better conditions of work life for workers
 - c. Fighting against any possible, exploitations
 - d. All above
5. Which kind of workers participation makes the workers as shareholders of the company?
 - a. Participation at Board Level
 - b. Participation through ownership

- c. Participation through complete control
- d. Participation through work councils

Glossary

Career choice is considerably important in terms of individual.

Answers to check your progress

- 1. c.
 - 2. d.
 - 3. b.
 - 4. d.
 - 5. b.
-

Suggested reading

- 1. Tsui, A. P., & Wong, W. K. (2021). Transformational HRM Practices for Hong Kong. University of Chicago Press.
- 2. Sparrow, P., Brewster, C., & Chung, C. (2016). Globalizing human resource management. Routledge

Unit-11

Mentoring , Coaching, Time Management and HRIS

STRUCTURE

Overview

Objectives

11.1. Mentoring and Definition of mentoring

11.2. Types of mentoring

11.3. Basis of mentoring

11.4. Principles of mentoring

11.5. Skills needed by mentor, mentee

11.6. Attitude for mentoring

11.7. Responsibilities of a Mentor

11.8. Coaching

11.9. Qualities of good coach

11.10. Role of a coach

11.11. Responsibilities of a coach

11.12. Benefits of coaching

11.13. Difference between coaching and mentoring

11.14. Process of coaching/effectiveness of coaching

11.15. Time management

11.16. Features of Time management

11.17. Types of Time management

11.18. Failing to manage your time effectively

11.19. Time analysis

11.20. Human resource Information system and concept

11.21. Objectives of Human resource Information system Designing
HRIS

11.22. Implementation of HRIS

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, we study about Mentoring and its types. The basis and principles of mentoring is discussed. The skills and attitude needed for a mentor and mentee, the responsibilities of a mentor is also covered. Coaching, the role of a good coach, the difference between mentoring and coaching are explained. The process of coaching and time management, its features and types are also covered. HRIS and the objectives of HRIS are also explained.

Objectives

After completion of this unit, you will be able:

- To know about mentoring To define coaching
 - To learn about human resource information systems
 - To know about implementation of human resource information systems
-

11.1. Mentoring and definition of mentoring

Mentoring: An Introduction

- A mentor is an individual with expertise who can help develop the career of a mentee.
- A mentor has primarily two function:
 - Career related function
 - Psychological support function
- Both functions-provide explicit and implicit lessons related to professional development as well as general work-life balance.

Definition:

- ✓ Mentoring is a learning process where helpful, personal and reciprocal relationships are built while focusing on achievement; emotional support is a key element.
- ✓ Within mentoring relationships, mentees develop and learn through conversations with more experienced mentors who share knowledge and skills that can be incorporated into their thinking and practice.
- ✓ By comparison, tutoring or coaching is provision of academic and professional assistance in a particular area with a sole focus on competence.

11.2. Types of Mentoring

Types of mentoring:

- ❖ Mentoring relationships can be formal or informal.
- ❖ Formal mentor relationships are usually organized in the workplace where an organization matches mentors to mentees for developing careers.
- ❖ Informal mentor relationships usually occur spontaneously and are largely psychosocial; they help to enhance the mentee's self esteem and confidence by providing emotional support and discovery of common interests.

Initiation Stage:

- In the initiation stage, two individuals enter into a mentoring relationship.
- Informal mentoring, the matching process occurs through professional or social interactions between potential mentors and mentees.
- Potential mentees search for experienced, successful people whom they admire and perceive as good role models. Potential mentors search for talented people who are "coachable."
- Formal mentoring programs manage the matching process instead of letting these relationships emerge on their own.
- Good matching programs are sensitive to demographic variables as well as common professional interests.

Types of mentoring:

- Mentoring relationships can be formal or informal.
- Formal mentor relationships are usually organized in the workplace where an organization matches mentors to mentees for developing careers.
- Informal mentor relationships usually occur spontaneously and are largely psychosocial; they help to enhance the mentee's self esteem and confidence by providing emotional support and discovery of common interests.

11.3. Basis of Mentoring

- Mutual Trust
- Regular "contact" and conversation
- Genuine Belief in the process

- Desire to build the “Institution”
- Helps both persons to “grow”


11.4. Principles of Mentoring

Principles of Mentoring

- Synergy-
 - Mentoring should be enriching for both mentor and mentee
 - Mentoring is about learning and not teaching
 - Mentee is empowered to take responsibility of his / her actions
- Relationship –
 - Mentoring is a power-free partnership between two individuals
 - Focus is not to make mentee dependent but to develop mentee’s independent critical thinking.
- Uniqueness –
 - Understanding the concept of mentoring and how it is different from coaching and counseling is important.
 - Mentoring must provide direction in order to channelize efforts in the right direction.

11.5. Skills needed by mentor, mentee

Skills needed by mentor, Mentee

- | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Skills needed for an effective mentor: <ul style="list-style-type: none"> • Listening actively • Building trust • Ability to encourage • Identifying goals and current reality • Providing corrective feedback • Inspiring • Developing capabilities in mentees • Managing risks • Good motivator • People orientation • Introspection • Facilitation |  <p>Skill</p> | <ul style="list-style-type: none"> • Skills needed by mentee: <ul style="list-style-type: none"> • Listening actively • Reflection • Willingness to take responsibility • Asking right questions • Deep commitment • Confidentiality & keeping trust • Ability to take initiatives • Follow through on commitments • Ability to connect the dots • Willingness to learn |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

11.6. Attitude for mentoring

- **Start**

At the start of mentoring process, mentors need to have an attitude of building trust and setting up the mentoring contract in initial meetings.

- **During**

During mentoring, a positive attitude of encouragement and giving directions is required.

- **Closing**

While the mentoring sessions are close to end, mentors need to have an attitude of reducing dependency of mentee and make the mentee self dependent.

11.7. Responsibilities of a Mentor

- Assist the employee in developing talents.
- Maintain objectivity and balance.
- Allow the employee to grow and become more independent.
- Foster a sense of risk-taking and independence.
- Balance the responsibilities you take on for the employee
- The additional responsibilities of mentors in a formal program:
- Listen to and acknowledge the employee without undermining the role of the manager.
- Encourage the employee to resolve problems directly with the manager.

11.8. Coaching

Introduction

Coaching and Mentoring are development techniques based on the use of *one-to-one discussions* to enhance an individual's skills, knowledge or work performance.

It is possible to draw distinctions between coaching and mentoring although in practice the two terms are often used interchangeably.

11.9. Qualities of a Good Research



11.10. Role of a Coach

Coaching Ability – Categories

- ☞ Empathizing Ability
- ☞ Listening Skills
- ☞ Capacity to confront and challenge
- ☞ Problem solving ability
- ☞ Feedback Skills
- ☞ Capacity to empower
- ☞ Mentoring Skills

11.11. Responsibilities of a Coach

- Teaching relevant skills, tactics and techniques
- Monitoring and enhancing performance by providing skill sets,
- Encouragement and constructive feedback
- Identifying strengths and weaknesses
- Advising about health and lifestyle issues
- Developing training programmes
- Undertaking administrative tasks

11.12. Benefits of Coaching

Benefits of Coaching:

- Establish and take action towards achieving goals.
- Coaching reduce employees' fear.
- Life satisfaction
- Contribute more effectively to the team and the organization.
- Work more easily and productively with others (boss. Direct reports, peers).
- Communicate more effectively

11.13. Difference between Coaching and Mentoring

The Difference between Coaching and Mentoring is as follows:

Aspect	Coaching	Mentoring
Duration of the relationship	Relationship generally has a set duration, typically from 6-18 months	Ongoing relationship that might last beyond Mentor's/Mentee's employment term.
Structure	Generally structured and more regular	Generally informal and ad-hoc meetings may be called if mentee needs advice or whenever necessary.
Focus	Short-Term focus on specific development areas/issues	Long Tern focus and takes a holistic view of the mentee
Relationship	Partnership between Coach and Coachee	Tends to be advisory. Typically between more experienced (Mentor) and less experienced(Mentee) members
Experience required	Coach does not need to have direct experience of their Coachee's formal occupational role	Mentor has more organization within the organization, and is able to give the mentee a big picture view of the mentee's role in the organisation
Use of diagnostic tools	Profiling tools(e.g. 360 degree feedback, personality questionnaire) are commonly used to offer alternative rights	Not often used

11.14. Process of Coaching/Effectiveness of coaching



11.15. Time management

Time Management Definition

Time management” is the process of organizing and planning how to divide your time between specific activities.

Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight and pressures are high

11.16. Features of Time Management

- Greater productivity and efficiency.
- A better professional reputation.
- Less stress.
- Increased opportunities for advancement.
- Greater opportunities to achieve important life and career goals.

11.17. Types of Time Management

Types of Time

- Time can be categorized into two types:
 - Fast time
 - when absorbed in, or enjoying an activity
 - Slow time
 - When bored with an activity or having a bad time
 - When scared

11.18. Failing to manage time effectively

How to use time effectively?

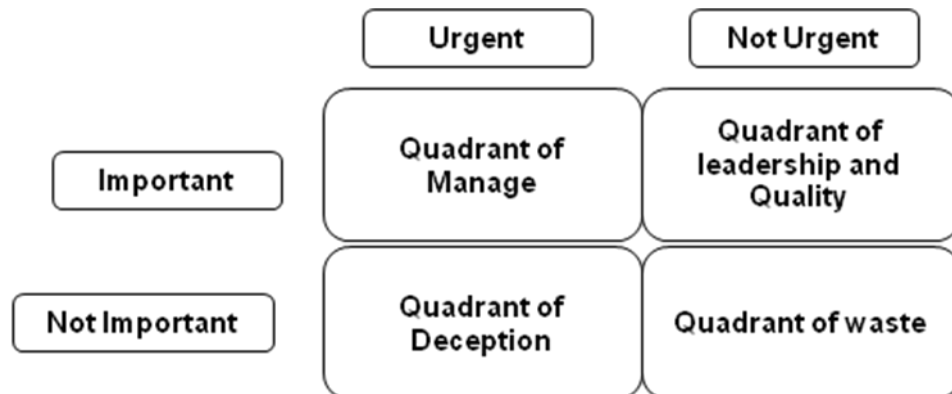
- Effective Planning
- Setting goals and objectives
- Setting deadlines
- Delegation of responsibilities
- Prioritizing activities as per their importance.
- Spending the right time on the right activity.

11.19. Time analysis



Time Analysis

The 4 quadrant plan of action



11.20. Human Resource Information System and Concept

Defintion

The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking and data information needs of the Human Resources, payroll management and accounting functions within a business.

The Human Resource Information System is a system used to collect and store data on an organization's employees, like their name, address, age, salary, benefits, time and attendance, performance reviews, and more. This data is valuable input for data-driven decision-making in HR.

Concept of HRIS

Human Resource Information System is a system designed to supply information required for effective management of an organization.

Any organization is managed by taking various decisions at its various decisions at the various level of its management hierarchy is needed to take these decisions.

11.21. Objectives of HRIS

Objectives of HRIS

1. To make the desired information available in the right form to the right person and at the right time.
2. To supply the desired information at a reasonable cost.
3. To use the most efficient method of processing data.

11.22. Designing HRIS

Designing of HRIS

It consists of the following steps:-

1. Planning of system – It requires the identification of objectives of the system. This further requires a clear formulation of objectives of the organization, spelling out of the activities required to be carried out, work relationships, work patterns.
2. Organising Flow of Information – The system designer should study what is the prevailing should be flow of information. It based on following premises:-
 - The managers need the information he wants for decision making.
 - Better communication between managers will improve organizational performance.
 - The manager needs the information he wants for decision making.
 - If a manager has the information he needs the decision - making will improve.

- Better communication between managers will improve organizational performance.
- A manager does not have to understand how his information system works, only how to use it.

11.23. Implementation of HRIS

Implementation – This phase deals with the fitting in HRIS into the organization structure. The various alternatives available in this connection are:-

- The old information flow may be allowed to continue as it is a new system may be installed to meet the requirement of the new operation.
- The old system may be scrapped completely and supplanted by the new one.
- Phasing the installation of the new system and scrapping the old one.

Feedback – The regular feedback regarding the actual functioning of the HRIS is a must for the designers to fill up the gap between its planning and implementation. Hence the system should be continuously reviewed in the light of changes in the environment both within the organization and outside the organization.

Let us sum up

In this unit, you have learned about the following:

A Human Resources Information System (HRIS) is a software solution that maintains, manages, and processes detailed employee information and human resources-related policies and procedures. Mentoring and coaching employees in all aspects is important for organizations. It helps the employees to direct, travel in the right path which will lead the organization to growth and success.

Check your progress

1. The core elements of HRM are –
 - (i) People
 - (ii) Management
 - (iii) Behavioral Dynamics
 - (iv) Uniformity of application
- a. i, ii, iii

- b. ii, iii, iv
 - c. i, ii, iv
 - d. ii, i, iii
2. In a _____, teams are formed and team members report to two' or more managers.
- a. Formal Organization
 - b. Informal Organization
 - c. Matrix Organization
 - d. Divisional Organization
3. _____ refers to the attitudinal and behavioral characteristics of a group and is concerned with how groups form, their structure and process, and how they function.
- a. Group dynamics
 - b. Organic structure
 - c. Functional Structure
 - d. Matrix organization
4. Benchmarking is
- a. T the process of comparing the business processes & performance metrics including cost, cycle time, productivity to another that is widely considered to be an industry leader
 - b. A process in which the organizations evaluate various aspects of their processes in relation to the best practice companies' processes usually within the peer group defined for the purposes of comparison
 - c. Both a and b.
 - d. None of the above
5. Reengineering starts with a _____
- a. High-level assessment of the organization's mission
 - b. Strategic goals
 - c. Customer demands
 - d. All of the above

Glossary

Monitoring: Monitoring and enhancing performance by providing skill sets are the basics in coaching.

Time Management: Time management” is the process of organizing and planning how to divide your time between specific activities.

Human Resource Information System: The Human Resource Information System is a system used to collect and store data on an organization's employees, like their name, address, age, salary, benefits, time and attendance, performance reviews, and more. This data is valuable input for data-driven decision-making in HR.

Answers to check your progress

1. d.
2. c.
3. a.
4. c.
5. d.

Suggested reading

1. Western, S. (2012). *Coaching and mentoring: A critical text*. Sage Publications.
2. Lancer, N., Clutterbuck, D., & Megginson, D. (2016). *Techniques for coaching and mentoring*. Routledge.

Unit-12

Employee Separations, Downsizing and Outplacement

STRUCTURE

Overview

Objectives

- 12.1. Reasons for Employee separation
- 12.2. Benefits of Employee separation
- 12.3. Types of Employee separation
- 12.4. Downsizing
- 12.5. Why do companies downsize?
- 12.6. Downsizing strategies
- 12.7. Benefits of Downsizing
- 12.8. Outplacement Meaning & benefits
- 12.9. Fundamentals of Industrial Relations
- 12.10. Objectives of Industrial Relations
- 12.11. Importance of industrial relations
- 12.12. Dimensions of trade unions
- 12.13. Fundamentals of Labour Laws
- 12.14. Origins of labour laws
- 12.15. Labour policy in India
- 12.16. Duties of employer under labour law act

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, the employee separation, its reasons, benefits and types is discussed. Meaning of downsizing and reasons and the benefits of downsizing are discussed. Outplacement, its meaning and fundamentals, objectives, importance of industrial relations are discussed. Trade unions, labour laws and duties of employer under labour act are also covered.

Objectives

After completion of this unit, you will be able:

- To define the meaning of human resources management
- To know about employee separations
- To analyse on reasons for employee separations
- To understand downsizing
- To gain knowledge on industrial relations
- To identify about labour laws

12.1. Employee Separation

Employee separations occur when employees cease to be members of an organization. The service agreement between the employee and the employer comes to an end and the employees decides to leave the organization.

- Resignation
- Discharge & Dismissal
- Suspension & Retrenchment
- Layoff

12.2. Reasons for employee separation

Employee Separation

Reasons for employee separations:

- Pressures on firms to remain competitive and efficient
- Decline in employee commitment to individual employers.

Importance of managing separations:

- Transitions of employees out of the firm go smoothly
- Continuing operations of the firm are not disrupted
- Important professional relationships are not damaged

Types of separations:

- Reductions-in-force, turnover and retirements.

12.3. Benefits of Employee separation

Benefits of employee separations

- Reduced labour costs

- Replacements of poor performances
- Increased innovation
- The opportunity for greater diversity

12.4. Types of Employee Separation

Types of Employee Separations

- **Involuntary separations**

It occurs when an employer decides to terminate its relationship with an employee due to

- Economic necessity or
- A poor fit between the employee and the organization.

Examples: Layoffs, Discharge / Dismissal, Retrenchments, Superannuation.

- **Voluntary separation**

A separation that occurs when an employee decides for personal or professional reasons to end the relationship with the employer.

Examples: Quits/Resignations, Voluntary Retirements

Voluntary Retirement

- The employer may encourage the employee to retire voluntarily – with a view to reduce surplus staff and cut down labour costs.
- The normal retirement benefits are calculated and paid to all such employees who put in a minimum qualifying service.
- Attractive compensation benefits are generally in-built in all such plans (Golden Handshake Scheme)
- To reduce post-retirement anxieties, companies these days organize counseling sessions and offer investment related services.
- Some companies extended medical and insurance benefits to the retirees.

Impact of Layoff

- Effects the morale of remaining employees
- Regions economic vitality
- Entire community suffers
- Investors are affected

- Company's image
- Difficult to attract & recruit highly skilled employees.

12.5. Downsizing

What is Downsizing?

- A downsizing strategy reduces the scale (size) and scope of a business to improve its financial performance.
- A reduction of the workforce is one of only several possible ways of improving profitability or reducing costs.

Downsizing may also involve shuttering some operations or offering certain employees early retirement. Examples like **HSBC Holdings**

According to the Business Insider website, HSBC Holdings, an international banking and financial services concern, laid off 5,000 people in 2011 and has plans to lay off 25,000 more.

Citi bank is closing its most of its Asian operations.

General Motors

General Motors and rivals Ford and Chrysler comprise the "Big Three" American automakers. The sweeping layoffs GM and other automakers implemented in response to a drop in sales were a devastating blow to their workers and to local economies. 75,000 and 100,000 workers in a 1 1/- year period between 2008 and 2010.

12.6. Why do companies Downsize?

Downsizing

Why do Firms Downsize?

- Reduce costs.
- Reduce layers of management to increase decision making speed and get closer to the customer.
- Generate positive reactions from shareholders in order to improve valuation of stock price.
- Increase productivity.

12.7. Downsizing strategies

Downsizing Strategies

1	2
Workforce Reduction <ul style="list-style-type: none">- Early retirement- Transfers- Outplacement- Buy-out packages- Attrition- Lay-offs	Organizational Redesign <ul style="list-style-type: none">- Eliminate functions- Cut hierarchical levels- Drop divisions or products- Consolidate or merge units- Reduce work hours- Lengthen shifts

Downsizing can also be carried out to align the firm's skill and talent with the broader market. For **example**, a company may pursue **downsizing** to weed out employees with obsolete skills that may not be useful in its future direction.

12.8. Benefits of Downsizing

- Cost reduction and financial savings
- Less talented people and skills are taken out
- Less Repetition
- All companies have some level of repetition, be it among different departments or the people within them.
- However, when a company has to downsize, repetition becomes less of an issue, as there are fewer people to do the jobs they have, much less the exact task list of another person's position and those people need to be talented.

12.9. Outplacement meaning and benefits

- **Outplacement** is a service that helps a terminated employee with the transition to a new job, which can include resume writing, job search, and job coaching.
 - **Outplacement** can have benefits and costs for both employers and employees, as a part of the total compensation cost of a company's labor force.

- **Outplacement programs:**
- **Outplacement services**, also known as career transition **services**, are coaching **programs** that help separated employees land their next position faster.
 - These **services** are paid for by the employer, providing free career **services** to the exiting employee.
- Examples: career minds, **Intoo USA**
- In India manpower group.
- **Outplacement-Benefits:**
- **Outplacement** is a **benefit** given by a company to exiting employees to assist them with finding new work.
 - Generally, a company enlists the help of an **outplacement** provider to deliver **outplacement** services—such as career coaching, advice, and support—to affected employees.

12. 10 Fundamentals of Industrial Relations

Meaning of industrial relations:

Nature of IR

- IR is concerned with the relationship between management and workers and the role of regulatory mechanism in resolving any industrial dispute.
- Under the IR participative management, employee development, employee remuneration, employee safety and health.
- The term industrial relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship.
- Industrial relations are the relationships between employees and employers within the organizational settings.
- According to Dale Yoder, Industrial Relations as a “whole field of relationship that exists because of the necessary collaboration of men and women in the employment process of an industry.

12.11. Objectives of Industrial Relations

- To develop and progress of Industry through democratic fashion.
- To safe-guard the interests of both workers and management.

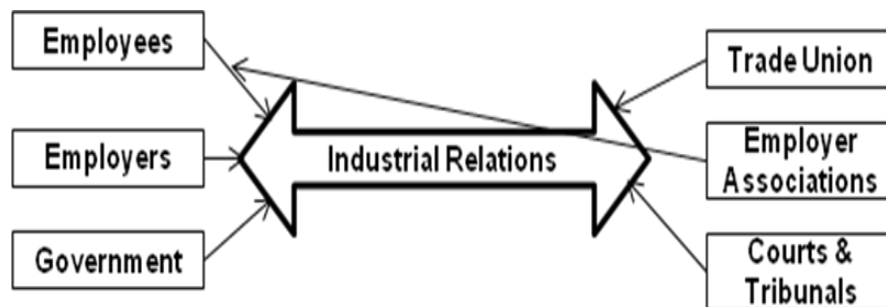
- To help in establishing and maintaining industrial democracy.
- To provide an environment of cooperation and coordination.
- To eliminate unfair labour practices
- To control discipline and raise morale of employees.
- To raise the economic status of employees.
- To avoid industrial conflict and develop harmonious and cordial relations between the employees and management
- To safeguard the interest of employees and management by securing the highest level of mutual understanding and cooperation.
- To raise organizational productivity.
- To establish industrial peace.
- To reduce employee turnover and absenteeism.
- To establish and promote industrial democracy.
- To improve bargaining capacity of the workers by enabling them to solve their problems through mutual negotiations and consultation with the management.
- To socialise industrial activity by involving the government participation as an employer.
- To avoid government interference in the matters of relationship between workers and management.

12.12. Importance of Industrial Relations

Importance of IR

- Foster industrial peace.
- Promote industrial democracy.
- Benefit to workers.
- Benefit to management.
- High employee morale.
- Lead to mental revolution
- Improve productivity.
- Conducive environment for new programs
- Reduces industrial disputes.

- Reduce wastages.



12.13 Dimensions of Trade Unions

Role of Trade Unions in IR

- Achieving higher wages
- To offer responsive co-operation in improving level of production, discipline etc.,
- To promote individual and collective welfare
- To improve working and living conditions
- To enlarge the opportunities of promotion and training.

Role of Trade Unions in IR

- Achieving higher wages
- To offer responsive co-operation in improving level of production, discipline etc.
- To promote individual and collective welfare
- To improve working and living conditions
- To enlarge the opportunities of promotion and training.

12.14. Fundamentals of Labour Laws

What's Labour Law?

- Labour Law is the “Body of Laws, Administrative Rulings & Precedents” which address the Relationship between and among “Employers “Employers, Employees & Labour Organizations” often dealing with issues of Public Law. The terms Labour Laws & Employment Laws, are often interchanged in the usage. This has led to a big confusion as to their meanings. Labour Laws are different from Employment laws which deal only with employment contracts and issues regarding employment and workplace discrimination and other Private Law issues.

- “Labour Laws” harmonize many angles of the Relationship between “Trade Unions, Employers & Employees.” In some countries (like Canada), Employment Laws Related to Unionised workplaces are different from those relating to particular individuals. In most countries however, no such distinction is made.
- The “Final Goal” of Labour Laws is to bring both “Employer and Employee” on the same Level, thereby mitigating the differences between the two over warring groups.

12.15. Origin of Labour Laws

Origins of Labour Laws

- "Labour Laws" emerged when the Employers tried to restrict the Powers of Worker's Organisations and keep Labour Costs Low. The Workers began Demanding better Conditions & the Right to Organises as, to improve their Standard of Living. Employer's costs increased due so workers demand. This led to a chaotic situation which required the Intervention of Government. In order to put an end, the "Government enacted many Labour Laws in the Country
- The History of Labour Legislation in India can be traced back to the History of British Colonialism. In the beginning it was difficult to get enough Regular Indus workers to run "British Establishments" and hence Laws for chattering workers became necessary. This was obviously Labour Legislation in order to protect the interests of British employers.
- The "Factories Act" was first introduced in 1883 because of the pressure go British Parliament by the textile mogals of Manchester and Lancashire. Thus we Received the First Stipulation of Eight (08) Hours of work, the abolition of Child Labour, and the Restriction of Women in Night employment, and the introduction of "Overtime Wages" for work beyond Eight Hours,
- "India" has Various Labour Laws, such as Resolution of Industrial Disputes, Working Conditions, Labour Compensation, Insurance, Child Labour, Equal Remuneration etc.

12.16. Labour policy in India

Labour Policy in India

"Labour Policy in India" has been evolving in response to specific needs of the nation to suit requirements of planned "Economic Development and Social Justice" has two-fold Objectives, viz. Labour Policies are devised to maintain Economic Development, Social Justice, Industrial Harmony and Welfare of Labour in the country

- Highlights of Labor Policy
- Creative Measures to attract Public & Private Investment.
- Creating New Jobs with New Social Security Schemes for workers.
- Unified and Beneficial Management of funds of Welfare Boards
- Model Employee – Employer Relationships with Long Term Settlements
- Vital Industries & Establishments declared as “Public Utilities”
- Special conciliation mechanism for projects with investments of Rs. 150 Cr or more.
- Industrial Relations committees in more sectors.
- Labour Law Reforms with Times. Empowered body of experts to suggest required changes.
- Statutory amendments for expediting & streamlining the mechanism of Labour Judiciary.
- Efficient functioning of Labour Department. More labour sectors under Min. Wages Act.
- Modern Medical Facilities for workers. Rehabilitation packages for displaced workers.
- Restructuring in functioning of Employment Exchanges with modern Technology.
- Revamping of Curriculum and Course content in Industrial Training.
- Joint Cell of Labour and Industries Department to study changes in Laws & Rules.

12.17. Duties of Employer under Labour Law Act

Individual Labour Law

Contract of Employment & At-will Employment

- The Basic Feature of "Labour Law in almost every Country is that the "Rights & Obligations of the "Employee & Employer" between One-another are mediated through the "Contract of Employment between them. This has been the case since the collapse of feudalism & is the core reality of Modern Economic Relations. Many terms & conditions of the contract are however implied by Legislation or Common Law, in such a way as to restrict the freedom of people to agree to certain things to protect employees, and facilitate a fluid Labour Market
- In the "United State of America" for example, Majority of State Laws allow for Employment to be "At Will" meaning the Employer can Terminate an Employee from a Position for any Reason, so long as the Reason is not an "Illegal Reason", including a Termination in Violation of Public Policy.
- In Many Countries it's Employer's Duty to Provide Written Particulars (Contract) of Employment to an Employee. This aims to allow the Employee to know concretely what to expect and is expected, in terms of "Wages, Holiday Rights, Notice in the event of Dismissal, Job Description" and so on. An Employee may not for instance agree to a contract which allows an Employer to dismiss them unfairly.

Important Acts of Indian Labour Laws

- The Apprentices Act - 1961
- The Payment of Wages Act-1936
- The Workmens' Compensation Act-1923
- The Factories Act-1948
- The Industrial Disputes Act-1947
- The Employees PF & MP Act-1952
- The Employees State Insurance Act - 1948
- The Maternity Benefit Act-1961
- The Payment of Bonus Act-1965
- The Payment of Gratuity Act-1972

Let us sum up

In this unit, you have learned about the following:

Organizations do develop and progress of Industry and maintains industry peace. The role of trade unions in this regard is very vital. On the other hand employees move out of the organizations for various reasons. Without knowing the reasons organizations continue to recruit employees which costs to the company. In certain situations, employees are laid off, hence it become necessary for them to gain more knowledge on the area of labour act.

Check your progress

1. What are the advantages of Incentive Based Compensations?
 - (i) Incentives are important for inducements and motivation of workers for higher efficiency & greater output
 - (ii) Increase in employee earnings, results in enhanced standard of living of employees
 - (iii) Productivity increases & production capacity too, with reduced supervision
 - (iv) Companies can reduce the burden of fixed costs by keeping a portion of the remuneration as variable
 - (v) Tendency to bypass quality in pursuit of increased output for higher incentives
 - (vi) Sometimes employees may disregard security regulations due to payment by results approach adopted for higher incentive figure
 - (vii) Overworking may affect employee health
 - (viii) Can demotivate employees not in a position to earn higher incentive due to sectional differences
 - a. i, ii, iii, iv
 - b. iii, iv, v, vi
 - c. v, vi, vii, viii
 - d. All of the above
2. Who is responsible to manage change?
 - a. Employees
 - b. Management

- c. Executives
 - d. b and c.
3. What are the objectives of HRM?
- (i) Societal Objectives
 - (ii) Organizational Objectives
 - (iii) Functional Objectives
 - (iv) Personal Objectives.
 - (v) Statistical Objectives.
- a. i, ii, iii, iv
 - b. ii, iii, iv, v
 - c. i, ii, iv, v
 - d. All of the above
4. Cause of Genuine Grievance can be –
- a. Discrimination, lost opportunity, Injustice etc. done to the employee
 - b. Harmony, Mutual trust & understanding
 - c. Reasonable Charter of demands
 - d. of the above
5. ____ consists of the learning opportunities designed to help employees to grow.
- a. Training
 - b. Development
 - c. Banking operations
 - d. None of the above

Glossary

Employee Separation: Employee Separation is the process of ensuring that an employee who quits the company is exited in a structured and orderly manner.

Downsizing: is the permanent reduction of a company's labor force through the elimination of unproductive workers or divisions.

Industrial Relations: The term industrial relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship.

Answers to check your progress

1. a.
2. d.
3. a.
4. a.
5. b.

Suggested reading

1. Tsui, A. P., & Wong, W. K. (2021). *Transformational HRM Practices for Hong Kong*. University of Chicago Press.
2. Sparrow, P., Brewster, C., & Chung, C. (2016). *Globalizing human resource management*. Routledge

Block-4: Introduction

Block-4: Performance Management has been divided in to three Units.

Unit-13: Purposes of Performance Management, Performance Appraisal Methods, Merits and Demerits explains about the Meaning of performance appraisal, Appraisal process, Purpose or why appraise performance, Significance of performance appraisal, Potential performance appraisal problems and Methods of appraisal, merits and demerits.

Unit-14: Punishment and Promotion deals with Meaning of employee discipline, Employee misconduct, Disciplinary Procedure, What is promotion?, The basic elements of promotion, Principles of promotion and Merits of promotion.

Unit-15: Job Evaluation and Salary Fixation presents about Job identification, Job specification, Basic factors in determining pay rates, The compensation scenario in India and Minimum wage in India.

In all the units of Block -4 **Performance Management**, the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

Unit-13

Purposes of Performance Management

STRUCTURE

Overview

Objectives

13.1. Meaning of performance appraisal

13.2. Appraisal process

13.3. Purpose or why appraise performance

13.4. Significance of performance appraisal

13.5. Potential performance appraisal problems

13.6. Methods of appraisal-merits, demerits

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, learn about performance appraisal, its process and the purpose of performance appraisal. The problems arising during performance appraisal and the merits and demerits of performance appraisal methods are also discussed.

Objectives

After completion of this unit, you will be able:

- To understand performance appraisal
- To know the purpose of appraise performance
- To analyze methods of appraisal-merits, demerits

13.1. Meaning of Performance Appraisal

Performance management is a corporate management tool that helps managers monitor and evaluate employees' work. Performance management's goal is to create an environment where people can perform to the best of their abilities and produce the highest- quality work most efficiently and effectively.

Appraisal process

- Objectives of appraisal
 - Assessment of work system that effect performance
 - Identification of system obstacles
 - Facilitate development & motivation
- Establish Job expectation
 - Informing employees about the expectations
 - Review major duties.

13.2. Appraisal process

Appraisal Process

- Design appraisal program
- Following questions needed to be answered
 - Whose performance to be assed?
 - Who are the raters?
 - What problems are encounter?
 - How to solve problems?
 - What should be evaluated?
 - When to evaluate?
 - What method of appraisal?



13.3. Purpose or why appraise performance

- Pay and promotional decisions based on employees' appraisal.
- Appraisal helps boss and subordinate to develop a plan for correcting any deficiencies.
- Helps to reinforce correct things
- Appraisal helps for individual career planning purpose.
- Based on employee's career plan, strength and weakness an opportunity to enhance one's career is provided.
- Drive the culture of performance
- People will follow the rules, procedures.

13.4. Significance of performance appraisal

- Helps to know individual strength and weakness
- Helps to improve productivity
- Weak employees can be identified and effective training can be provided
- The above stated helps to increase employee contribution.
- On the other hand organizational productivity also increases
- Organizational performance and effectiveness together increases
- Employees realize that organization takes care of them
- They understand organization considers them as very important assets.
- Helps to set work standards
- Helps to set SMART –Specific, measurable, attainable, relevant and timely goals
- Encourages employee participation

13.5. Performance appraisal problems

- Having unclear standards in techniques followed in appraisal
- E.g.: graphic type rating scales have unclear standards, halo effect, bias, strictness or leniency
- In order to solve this problem, have rating scales as "Role mode" or "Below expectations"

- Halo effect: means influence of a rater's general impression on ratings of specific ratee qualities
- E.g.: supervisors always rate unfriendly employees below their traits.
- To solve the above problems "BARS" model and supervisory training will help to solve the issue.
- Central tendency: means rating all employees in the average scale while rating
- This will be less useful during the time of promotions, salary.
- Hence ranking scales will help to solve the problem.

13.6. Methods of Appraisal

- Type of rating scale which consists of from good to poor performance
- Developing BARS involves the following steps:
 - write critical incidents like ask persons who know the job
 - develop performance dimensions like skills required
 - 3. have another team who also know about the job ie critical incidents
 - 4. Rate the jobs and analyze the job performance
- Develop a questionnaire finally that can be used to evaluate the behavioral skills of employees.
- Sales representative:
 - If he is need to be rated then the above steps to be followed

Advantages of BARS rating

- Accuracy on job performance
- Clearer standards in rating
- Developing knowledge about jobs helps to rate better and provide proper feedback
- Independent ratings for each job possible
- This tool provides more consistency.

Graphic rating scale

- Helps To Measure One Or More Of Four Job Relevant Dimensions
- Generic job dimensions like communication, team work, know-how, and quantity.
- Job actual duties are rated, e.g.: for rating a pizza chef, one of the duty is to maintain adequate inventory of pizza dough.
- competency can be rated based on the essential competency in the job or target achievement can also be rated

Competency based appraisal forms

- How far employees exhibit the Competency required for the job.
- One of the methods as to appraisal.
- Or achieving of specific objectives
- This method highlights the required competencies to be developed by the employees.
- Also identifies and analyses problems i.e. problem solving.
- The employee and supervisor would fill the objectives which form as the base for next appraisal.

Alteration ranking method

- Ranks employees from worst traits to best traits. (quality of people)
- first all the employees are rated
- People who have not scored are not named in ranking
- The next step is employee who is the highest in the characteristic being measured and the next lowest are listed.
- Like this all employees are ranked.

Employee Name	Sales target achievement in percentage
Employee 1	87
Employee 2	92
Employee 3	67
Employee 4	81

Employee 5	98
Employee 6	79
Employee 7	95
Employee 8	87
Employee 9	74
Employee 10	93
Employee 11	90.5
Employee 12	89

Rank the employees. Paired comparison method

- Here, each employee, job and trait is compared with each other employee and job.
- Suppose if I have 5 employees to compare, A-E, A will be compared individually to B, to C and similarly to the remaining employees.
- Then for each trait indicate + or – in order to know who is the better employee.
- Then add the number of + marks, then they are the best employee.

What does 360° measure?

- 360 degree measures behaviors and competencies.
- 360 degree addresses skills such as listening, planning and goal – setting.
- 360 degree focuses on subjective areas such as teamwork, character and leadership effectiveness.
- 360 degree provide feedback on how others perceive an employee.

Advantages of 360 degree appraisal

- Method of collecting information from as many sources in an employees environment.
- Honest assessment as viewed by a variety of constituents.
- Confidential input from many people of how an employee fares in his job.
- Helps employees in seeing themselves as others see them.

- It provides information which neither employee nor his / her superior may be aware.

Let Us Sum Up

In this unit, you have learned about the following:

A performance appraisal is the periodic assessment of an employee's job performance as measured by the competency expectations set out by the organization. The performance assessment often includes both the core competencies required by the organization and also the competencies specific to the employee's job. The appraiser, often a supervisor or manager, will provide the employee with constructive, actionable feedback based on the assessment. The purpose of a performance appraisal is two-fold: It helps the organization to determine the value and productivity that employees contribute, and it also helps employees to develop in their own roles.

Check Your Progress

1. Change Management is_____
 - a. It is a systematic approach in dealing with change from the individual & organisational level
 - b. A gradual process of approach in the workplace due to new policies, technology, or even a new boss
 - c. Both a and b.
 - d. None of the above
2. What are the different processes of Discipline Management?
 - (i) Counselling
 - (ii) Reformative Theory
 - (iii) Disciplinary Process
 - (iv) Disciplinary Procedure & Principles of Natural Justice
 - (v) Principles of Natural Justice
 - a. i, ii, iii
 - b. ii, iii, iv
 - c. i, ii, iii, iv, v
 - d. only ii

3. _____ Involves all the performance monitoring, measurement, management being outsourced from a third party or an external organisation.
 - a. Human Resource Outsourcing
 - b. Human Resource Management
 - c. Human Resource Business Process Outsourcing
 - d. Performance Management Outsourcing

4. Performance Management System is _____
 - a. A formal, structured system of measuring, evaluating job related behaviours & outcomes to discover reasons of performance & how to perform effectively in future so that the employee, organization & society all benefit
 - b. A process of looking both to the future & to the past, in the context of the collective performance of all the employees in an organization
 - d. The process of establishing goals, assessing employees & implement the annual performance appraisal process
 - e. All of the above

5. Key Performance Indicators (KPI) is/are _____
 - a. A specific, agreed measure of achievement within a KRA, which go on to make up the goals and objectives measured under the performance appraisal process.
 - b. objective, independent and standardized measures of performance not ratings or judgments of performance
 - c. specific, measurable, attainable, realistic & time bound which help to determine how much the KRA's are met
 - d. All of the above

Glossary

Ranking method: Ranking method helps to rate & rank employees.

360 degree appraisal: 360 degree appraisal helps to measure competencies of individual.

Employee job: Employee, job and trait is not compared with each other employee and job in Paired comparison method..

Answers to Check your Progress

1. c.
2. c.
3. d.
4. d.
5. d

Suggested Readings

1. Sahu, R. K. (2009). *Performance management system*. Excel Books India.
2. Harzing, A. W., & van Ruysseveldt, J. (Eds.). (2017). *International human resource management: A critical text*. Red Globe Press.

Unit-14

Punishment and Promotion

STRUCTURE

Overview

Objectives

14.1. Meaning of employee discipline

14.2. Employee misconduct

14.3. Disciplinary Procedure

14.4. What is promotion?

14.5. The basic elements of promotion

14.6. Principles of promotion

14.7. Merits of promotion

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit, meaning of employee discipline, employee misconduct and disciplinary procedure and promotion and its elements of promotion are discussed. The principles and merits of promotion are also covered.

Objectives

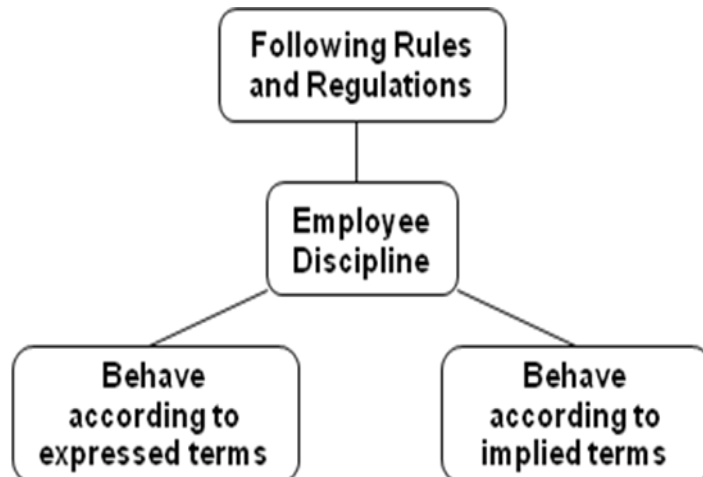
After completion of this unit, you will be able:

- To learn about employee discipline
- To enumerate on the concept of punishments
- To understand the concept of promotion
- To know the merits of promotion

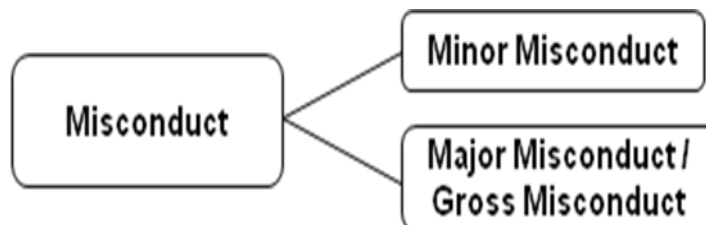
14.1. Meaning of Employee Discipline

Discipline – Expected and accepted behaviour within the organization

Employee Discipline – Behaviour expected by the employer or the organization



Types of Misconduct



Minor Misconduct: Acts of misconducts that do not result in severe disciplinary Actions. E.g. **Late attendance/tardiness**

- Absenteeism
- Negligence of work/carelessness
- Not wearing uniforms or Personal Protective Equipment (PPE)
- Refusal to work reasonable amount of overtime

14.2. Major Misconduct

Misconducts that result in severe disciplinary

- False accusations which don't have a solid foundation Theft or misappropriation
- Stealing
- Using the properties of the organizations misappropriate.
- Assaulting or threatening another employee
- Using abusive language to address superiors
- Drunkenness of responsible officers while on duty

14.3. Disciplinary Procedure

Disciplinary Procedure will be initiated and if proved they will be punished.

Preliminary Investigation

- a. Collecting materials
- b. Recording evidence
- c. Analysis evidence
- d. Deciding whether it is needed to do a proper inquiry

Show cause or charge sheet

- a. Showing the mistakes committed
- b. Explaining the gravity of those mistakes
- c. Explaining the charges for those mistakes

Receiving explanations

- a. Obtaining answers for the mistakes committed
- b. Obtaining reasons for the behaviour

Accepting or rejecting explanation

- a. Analysing the answers and explanations to see the validity
- b. Treating the answers and explanations based on their validity

Domestic inquiry

- a. In depth analysis of the incident related to the disciplinary procedure
- b. Inquiry by the management from the employee accused
- c. He can either defend or accept

Findings of the report

- The report is prepared by an independent and impartial person
- The report consists the findings on which the decisions can be made

Taking disciplinary actions

- Depending on the gravity of the mistakes committed
- Higher the gravity more tight the **punishment is Types of Punishments/Disciplinary Actions**

Warnings – Verbal/Written



www.google.com

Severe warning or last warning



www.google.com

- Fines (up to 5% of the salary and the deductions to be credited to employee welfare fund).
- Suspending (without pay for a definite period)
- Transfer
- Deferment of increments and promotions
- Demotion: Demotion refers to the lowering down of the status, salary and responsibility of an employee.
- Demotion is just opposite to promotion.
- “Demotion is a shift to a position in which responsibilities are decreased. Promotion is, in a sense, an increase in rank and demotion is decrease in rank”.
- Inadequacy on the part of the employees in term of job performance attitude and capability.
- Demotion may be used as disciplinary tools against errant employees.
- If there is mistake in staffing i.e., a person is promoted wrongly.

- When, because of a change in technology, method and practices, old hands are unable to adjust or when employees because of ill health or personal reasons, cannot do their job properly.

14.4. What is promotion?

- Promotion means advancement within an organization.
- It is an upward movement of an employee from current job to another that is higher in pay, responsibility, status and organizational level.



www.google.com

The new job will be promotion only if entails increased responsibilities and enhanced pay.

14.5. The basic elements of promotion

- Transfer of an employee to some higher job having more prestige, better Status, more benefits and privileges.
- Reassignment of an employee to a position having increased responsibilities.
- Higher job grade.

Definition of promotion: “A promotion is the transfer of an employee to a job that pays more money or that enjoys some preferred status”. According to Scott and Spreigal, “A promotion involves a change from one job to another that is better in term of status and responsibility.

Purposes of Promotion

- To put the employee in a position where he will be of greater value to the company.
- To develop competitive spirit and zeal in the employees to

acquire the skill and knowledge etc. required by higher level jobs.

- To promote employee self-development and make them await their turn of promotions. It reduce labour turnover.
- To develop internal source of employees ready to take jobs at higher levels in the organization. Employees have little motivation if better job are reserved for outsiders.
- To promote employee's interest in training and development programmers and in term development areas.
- To built loyalty among employees and to boost their morale.
- To create among employees a feeling of contentment with their present working conditions and encourages them to succeed in the company.

Promotion Policy

A sound promotion policy reduces the personnel problems regarding promotions considerably and ensures the employees fair chances of advancement

14.6. Principles of Promotion

- The promotion policy should be in writing.
- The promotion policy should lay down what percentage of vacancies in higher levels of hierarchy is to be filled up by promotion.
- The promotion policy should mention the basis of promotion- seniority or merit.

Bases of Promotion

Organizations adopt different bases of promotion depending upon their nature, size, management etc.

The well-established bases of promotion are :

- 1) Seniority bases
- 2) Merit bases

Seniority-cum-merit basis

14.7. Merits of Promotion

- Merit means ability to work.
- It denotes an individual employee's

- Skill, knowledge, ability, efficiency and aptitude as measured from educational, training and past employment record.
- Management personnel generally prefer merit as the basis of promotion. Merit may be determined by job performance and by analysis of employee potential for development through written or oral examinations or personal interviews or other record of performance.
- The skill of an employee can be better utilized at a higher level.
- Competent employees are motivated to exert all their energies and contribute to organizational efficiency and effectiveness.
- This system continuously encourages the employees to acquire new skill, knowledge etc. for all round development.

Let us sum it up

In this unit, you have learned about the following:

A promotion involves a change from one job to another that is better in term of status and responsibility. Competent employees are motivated to exert all their energies and contribute to organizational efficiency and effectiveness. This system continuously encourages the employees to acquire new skill, knowledge.

Check Your Progress

1. Joint Management Councils are established in an organisation which employs _____
 - a. 100 employees
 - b. 300 employees
 - c. 400 employees
 - d. 500 employees or more
2. Interviews can be _____
 - a. One-to-one
 - b. Panel interview
 - c. Sequential Interview
 - d. All of the above

3. _____ is a process of transmission of message and understanding of information between two or more people, it involves at least two parties – a sender and a receiver.
- Body language
 - Communication
 - System
 - None of the above
4. Talent Management consist of _____
- Performance Evaluations to identify potentials
 - Psychological testing and assessment to determine capability gaps
 - Training & development programmes
 - Project work & job experience to accelerate development
- i, ii, iii
 - ii, iii, iv
 - i, ii, iii, iv
 - only i
5. ROI Stands for _____
- Return on Insurance
 - Return on Investment
 - Rate on Insurance
 - Risk on Insurance

Glossary

Skill : The skill of the employee is developed through promotion.

Promotion: There should be proper system for promotion in organizations.

Punishments: Punishments brings down the morale of the employee

Answers to Check your Progress

1. d.
2. d.
3. b.
4. c.
5. b.

Suggested Readings

1. Tsui, A. P., & Wong, W. K. (2021). *Transformational HRM Practices for Hong Kong*. University of Chicago Press.
2. Sparrow, P., Brewster, C., & Chung, C. (2016). *Globalizing human resource management*. Routledge.

Job Evaluation and Salary Fixation

STRUCTURE

Overview

Objectives

15.1. Job identification

15.2. Job specification

15.3. Basic factors in determining pay rates

15.4. The compensation scenario in India

15.5. Minimum wage in India

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this chapter Discuss about Job identification, Job specification, Basic factor in determining pay rates, the compensation scenario in India, Minimum wage in India

Objectives

After completion of this unit, you will be able:

- To know about job evaluation
- To learn about salary and its components

15.1. Job Identification

- Contains information like job title like name of the job such as supervisor of data processing operations etc.
- It is important that information about the labour act should be known e.g.: employees should be covered under the definition “work man” within the Industrial dispute act of 1947.

Job Summary

- Should summarize the essence of the job and should include major functions or activities.

- E.g.: salesman is responsible for selling text books, materials managers is responsible for regulating deliveries of stores, and distributes all materials required to production line...

15.2. Job Specification

- It states what human traits and experience are required to do job effectively.
- It shows what kind of person to recruit and for what qualities you should test that person.
- E.g.: if a job for a book keeper you need to focus on traits like length of service, quality of relevant training, and previous job performance.
- Mostly it concentrates on human requirements for placing already trained people on a job.

15.3. Basic factors in determining pay rates

- Employee compensation refers to all forms of pay going to employees and arising from their employment.
- Two main components are involved 1. direct financial payments like wages, salaries, incentives, commissions and bonuses
- Increments of time or performance also form a part.
- Indirect financial payments like employer-based insurance and leave travel concession.
- Time based pay is still in existence.
- People working in industry (blue collars) and clerical workers get hourly salaried paid by week, month and year.

Direct Compensation

- Includes House Rent Allowance (HRA) Company either provides housings facility or they provide house rent allowances to its employees.
- Dearness allowance the payment of dearness allowance facilitates employees and workers to face the price increase or inflation of prices of goods and services consumed by him.
- Leave Travel Allowance (LTA) the employees are given allowances to visit any place they wish with their families.

- City Compensation Allowance City compensation allowance is paid to the employees in certain cities to compensate the cost of living.
- It varies from city to city & it is highest in metropolitan cities.

Incentives

- Variable compensation can be among the most important drivers of individual performance.
- An incentive is something that motivates an individual for good perform.
- Bonus: Bonus is paid to the employees during festive seasons to motivate them and provide them the social security.
- Special Allowance Special allowance such as overtime, mobile allowances, meals, commissions, travel expenses, reduced interest loans; insurance, club memberships, etc are provided to employees to provide them social security and motivate them which improve the organizational productivity

Indirect Compensation

- Leave Policy It is the right of employee to get adequate number of leave while working with the organization.
- The organizations also provide for paid leaves such as, casual leaves, medical leaves (sick leave), maternity leaves and statutory pay, etc.
- Overtime Policy Employees were provided with the adequate allowances and facilities during their overtime.
- Medical Benefits
- Insurance Organizations also provide for accidental insurance and life insurance for employees.
- Leave Travel Allowances The employees are provided with leaves and travel allowances to go for holiday with their families.
- Retirement Benefits Organizations provide for pension plans and other benefits for their employees which benefits them after they retire from the organization at the prescribed age.
- Holiday Homes Organizations provide for holiday homes and guest house for their employees at different locations.
- Flexible Timings Organizations provide for flexible timings to the

employees who cannot come to work during normal shifts due to their personal problems and valid reasons.

15.4. The compensation scenario in India

- Fair compensation is always defined by International Labour organization.
- India for government employees' salaries are fixed according to the recommendations of the pay commission that are accepted by the government.
- The companies act of 1956 sets the framework for remuneration for top management of Indian companies.
- For employee's salary are fixed after job evaluation in companies.

15.5. Minimum wage in India

- The Minimum wage in India is fixed both by central and state governments following the provisions of the minimum wage act of 1948.
- Amendments to suit circumstance are made in the bill
- There are also tripartite committees comprising of representatives of employees, unions and governments are set both in central and state governments to fix minimum wage at regular intervals.
- The wage is fixed only with to scheduled employments ie those specified in the schedule of the act.
- Workers are eligible for overtime

Let Us Sum Up

In this unit, you have learned about the following:

- The Minimum wage in India is fixed both by central and state governments following the provisions of the minimum wage act of 1948.
- Leave Policy It is the right of employee to get adequate number of leave while working with the organization.
- Job Summary should summarize the essence of the job and should include major functions or activities.

Check Your Progress

1. MPDQ stands for_____.
 - a. Management Position Description Questionnaire
 - b. Management Process Descriptive Questions
 - c. Methods for Personality Development Questions
 - d. Modern Positions Developed Qualitatively
2. What should be the strategy of HRM?
 - a. Making the long-term and short-term planning.
 - b. Planning the optimum level of manpower.
 - c. Introducing training programmes to personnel.
 - d. All the above.
3. The process of helping unwanted present employees find new jobs with other firms called_____.
 - a. Outplacement
 - b. Replacement
 - c. Placement
 - d. Employment
4. What is the 'Laissez fair' view point?
 - a. A view popularised by Ronssean, Bentham and Hobbes.
 - b. A minimum of public intervention in economic activities.
 - c. Business enterprise must get opportunity to earn more profits.
 - d. The change in the concept of labour from commodity approach to human concept
5. How can we understand the nature of human factor?
 - a. Through determinants of human behavior
 - b. According to the behavior of people at work
 - c. The way the management influences an individual and a group.
 - d. Through the study of human behavior in organization.

Glossary

Job evaluation: Job evaluation is important aspect of performance appraisal.

Overtime: Workers are eligible for overtime.

Incentives: Incentives variable compensation can be among the most important drivers of individual performance.

Answers to Check your Progress

1. b

2. d.

3. a.

4. b.

5. b

Suggested Readings

1. Begley, T. M., & Boyd, D. P. (2000). Articulating corporate values through human resource policies. *Business Horizons*, 43(4), 8-8.
2. Alkalha, Z., Al-Zu'bi, Z., Al-Dmour, H., Alshurideh, M., & Masa'deh, R. (2012). Investigating the effects of human resource policies on organizational performance: An empirical study on commercial banks operating in Jordan. *European Journal of Economics, Finance and Administrative Sciences*, 51(1), 44-64.

Block-5: Introduction

Block-5: Contemporary Issues in HRM has been divided in to two Units.

Unit -16 : Talent Management, Competency Mapping, Health & Safety Issues, Grievance Handling - Meaning and Importance of Talent Management, Talent management & strategic human resource planning, Competency Mapping, Stages in Competency Mapping, Industrial relations, Approaches to Industrial Relations, Understanding Employee Safety, Causes for Accidents, Measures and Identification of Health and Safety, Different Acts of Occupational Health and Safety Statutory Provisions for Industrial Safety in India, Grievance Handling-forms

Unit-17: Work Life Balance, Quality of Work Life, HRD in India - Meaning of work life balance, Ways to work life balance, Meaning of quality of work life, Approaches to quality of work life, Meaning, Definition, objectives of HRD, Need for HRD

In all the units of Block -5 **Contemporary Issues In HRM**, the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

Unit -16

Talent Management

STRUCTURE

Overview

Objectives

16.1. Meaning and Importance of Talent Management

16.2. Talent management and strategic human resource planning

16.3. Competency Mapping

16.4. Stages in Competency Mapping

16.5. Industrial relations

16.6. Approaches to Industrial Relations

16.7. Understanding Employee Safety

16.8. Causes for Accidents

16.9. Measures and Identification of Health and Safety

16.10 Different Acts of Occupational Health and Safety Statutory Provisions for Industrial Safety in India

16.11 Grievance Handling- forms

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this chapter Discuss about Meaning and Importance of Talent Management, Talent management & strategic human resource planning, competency mapping, stages in Competency Mapping, Understanding employee safety, Causes of Accidents, Different acts of occupational health and safety.

Objectives

After completion of this unit, you will be able:

- To understand the concept of talent management
- To know the uses of competency mapping
- To analyze on the measures of employee safety

- To learn about the grievance Handling Procedure

16.1. Meaning and Importance of Talent Management

- Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs.

Talent Management from HR Point of view



- It is an organization's commitment to recruit, retain, and develop the most **talented** and superior employees available in the job market.
- So, **talent management** is a useful term when it describes an organization's commitment to hire, **manage**, develop, and retain **talented** employees.



www.google.com

History of talent management

- The field increased in popularity after research and the 2001 book on The War for Talent.
- Talent management in this context does not refer to the management of entertainers.
- Now it is great war of resignation in 2022
- Where employees are looking for flexible work timings, work life balance.



shutterstock.com · 1782612611

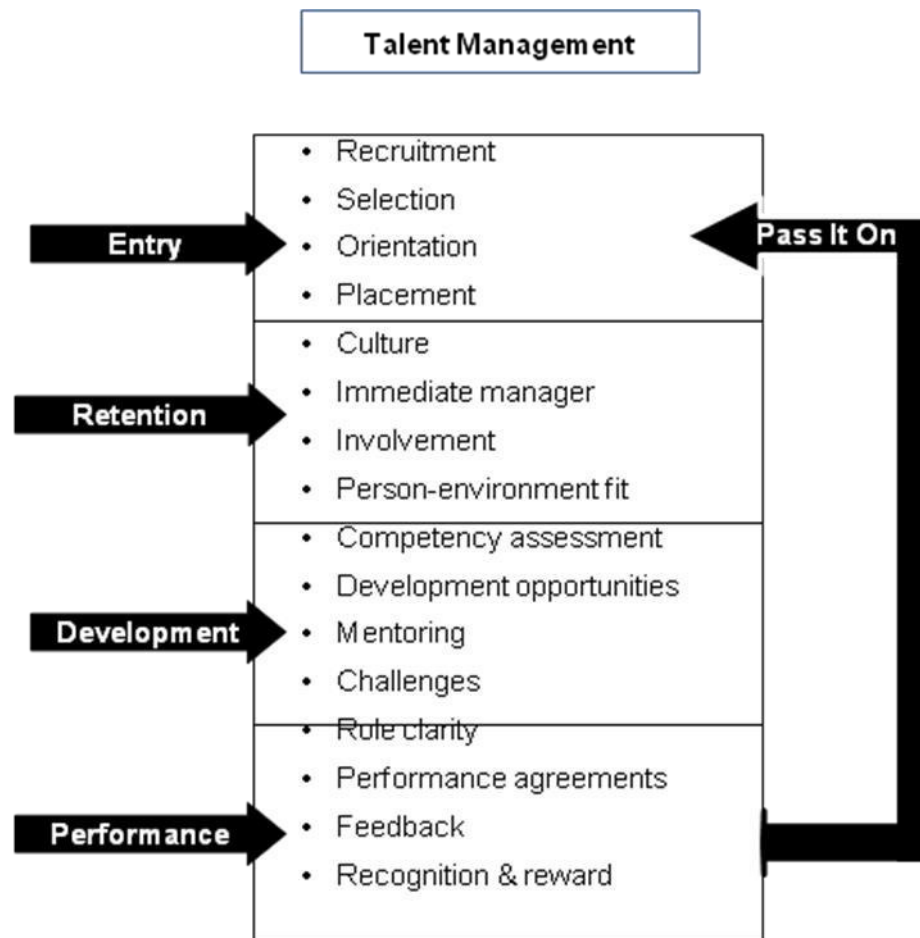
www.google.com

16.2. Talent management and Strategic Human Resource Planning



- Talent management is the science of using strategic human resource planning to improve business value organizations to reach their goals.
- Recruit, retain, develop, reward and make people perform is a part of strategic human resource management.

Talent management process



Implementation of Talent management support

- HRIS: is an organization's ability to recruit, retain, and produce the most.
- KRA: critical economic areas: revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization.
- **Talent marketplace:** A talent marketplace is an employee training and development strategy that is set in place within an organization.
- It is found to be most beneficial for companies where the most productive employees can pick and choose the projects and assignments that are ideal for the specific employee.
- An ideal setting is where productivity is employee-centric and tasks are described as "judgement-based work," for example, in a law firm.



The Concept of Total Performance Development Systems

www.google.com

- As Drucker, who has been credited with the concept of “management by objectives,” would point out, there must be procedures in place that allow for effectively monitoring outcomes and responding to the achievement, or lack thereof.

Designing and building a talent reservoir:

- Competency Assessment
- Performance Appraisals
- Succession and Career Planning
- Diagnostic Tools: 1. Super keeper reservoir: Super keepers are

employees whose performance greatly exceeds expectations, who inspire others to greatly exceed expectations, and who embody institutional competencies (including the creed).

Key position backups.

- The "insurance policies" that ensure organization continuity.
- Every key position should have at least one backup at the "Keeper" (exceed job expectations) level.

Advantages

- Help in ascertaining the right person is deployed in the right position.
- Contributes in retaining their top talent.
- Better hiring by hiring assessments
- Helps in understanding employees better and shaping their future.
- Promotes effective communication across different disciplines.

Disadvantages

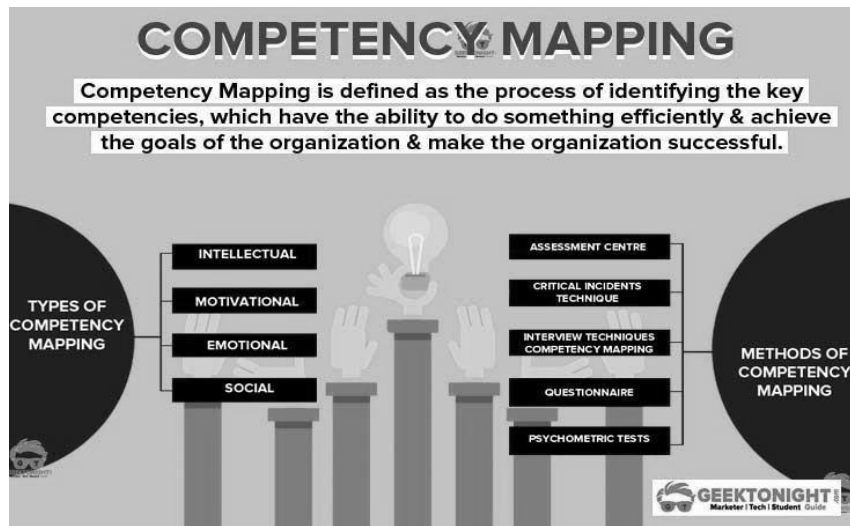
- The implementation of talent management program could be expensive in terms of time, resources and financial costs.
- Lack of support from line managers can impede the level of commitment from employees.
- A core drawback of talent management is, it can contribute in raising the conflicts between HR and management by not reaching to proper agreement or consensus.

Challenges and Opportunities:

- Companies need to recognize that applications and technology alone cannot address the entire talent management challenges. Getting the support from every department can be a challenging task.
- Talent management process demands to have the involvement of business process owners who have the authority to break down organizational silos. Proper communication needed from every front to deal with the circumstances more effectively.
- At certain circumstances, companies may not be prepared internally to deal with the looming talent shortages and critical skills needs.

16.3. Competency Mapping

It is a process of identifying key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. It is defined as the process of identifying the key competencies, which have the ability to do something efficiently & achieve the goals of the organization & make the organization successful.



www.google.com

Types of Competency Mapping

Broadly, there are 4 types of competency Mapping:

1. Intellectual Competencies
2. Motivational Competencies
3. Emotional Competencies
4. Social Competencies

Intellectual Competencies:

- The one who determines with the intellectual ability to deal with the work of a certain individual, the certain work that deals with his/her intellectual skills.
- Based on Communication ,Creativity
- Analytical Ability , Planning & Organizing

Motivational Competency

- The one who determines to increase the level of motivation in an individual to ensure his/her works more efficiently.

Elements of Motivational Competency

- Continuous Learning
- Achievements Orientation
- Time Management
- Perseverance

Emotional Competency

- The one who determines an individual's emotional quotient to build self-confidence & optimism in an individual.

Elements of Emotional Competency

- Optimism
- Initiative
- Managing Stress
- Leadership

Social Competency

- The one who determines with social ability of a person that brings of inter-personal skills & team work.

Elements of Social Competency

- Teamwork
- Responsibility
- Customer Satisfaction
- Inter-personal Skills

16.4. Stages in Competency Mapping

First Stage:

- To decide the competencies for the position they're assigned to according to their ability & skill.
- Conduct a job analysis by asking incumbents to complete a position information questionnaire (PIQ). The PIQ is a complete guide.

Steps Involved in Competency Mapping:

- Using the results of the job analysis, you are ready to develop a competency-based job description.
- With a competency-based job description, you are on your way

to begin mapping the competencies throughout your HR processes.

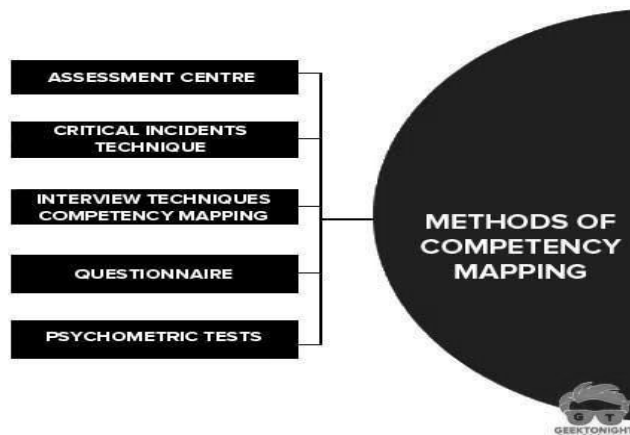
Second Stage:

- Identifying the location in which the competencies need to work at the position in the organization structure, defining the relationships with the superiors & subordinates, etc.
- Use the concept of industrial relations here
- The competencies of the respective job description become your factors for assessment on the performance evaluation.
- You can use the results of your evaluation to identify in what competencies individuals need additional development or training.

Third Stage:

- To identify the tasks that need to be accomplished, & to identify the objectives of the function and the unit or the section where the position is located.
- Aligning the department goals with that of corporate goals.

Methods of Competency Mapping



www.google.com

Methods of Competency Mapping are:

Assessment Centre:

- It is a certain function of identifying the skill & the potential for growth.
- It uses a few methods to evaluate employees for human resource and manpower purpose & decisions.
- Recruitment & selection decisions.

Critical Incidents technique:

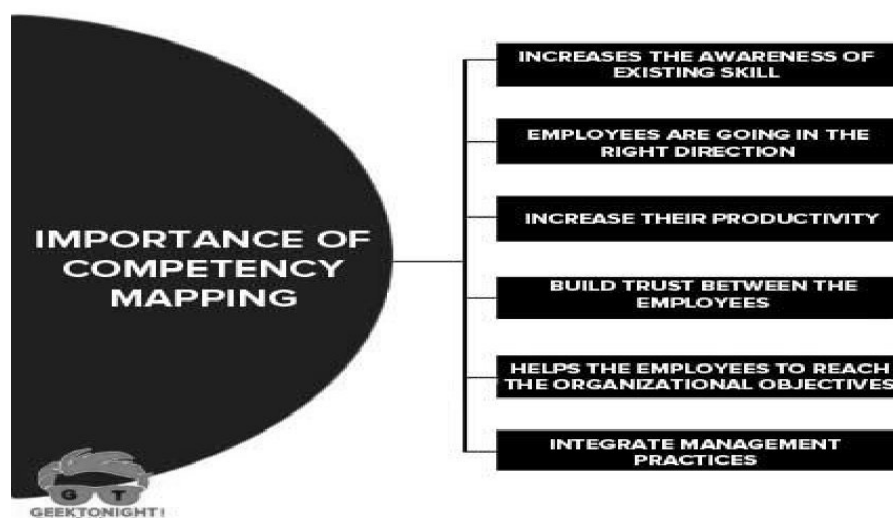
- A process of systematically identifying the behaviors that contributes to the success or failure of the competencies in specific situations.
- E.g.: Behavior anchored rating scale.

Interview Techniques Competency Mapping:

- Every organization has different techniques of interviewing the competencies as a part of competency mapping.
- The Traditional Interview.
- The Phone Interview.
- The Video Interview.
- The Case Interview.
- The Puzzle Interview.
- The Lunch Interview.
- The Group Interview.
- The Working Interview.

Questionnaire and Psychometric Tests:

- The sole focus of psychometric assessment is that many organizations use as this part of the selection process.
- A certain technique that is followed by the organization that prepares a list of questions that the users would fill in a return.



www.google.com

- For employees, it **increases the awareness of existing skill**, sets as well as skill gaps in the organization.
- To **ensure** that the **employees are going in the right direction**.
- To guide the competencies to **increase their productivity**.
- It's an approach to **build trust between the employees**.
- Competency **helps** the employees to **reach the organizational objectives**.
- It avails to **integrate management practices**.

Advantages of Competency Mapping:

- Aids the organizations to increase their standards of production and work style.
- Avails the organizations to align their key strategies across different departments to have common objectives and accurate results.
- It helps in understanding the scope & the requirements of a specific role.
- Establishes expectations for performance at different positions of the organizations.
- Forms an accurate work & job satisfaction for employees.
- Growth in the effectiveness of training & development as its main motive is to succeed with more efficiency.

16.5. Industrial relations

- Industrial relations has become one of the most delicate and complex problems of modern industrial society.
- Industrial progress is impossible without cooperation of labors and harmonious relationships.
- Industrial relation is defined as relation of Individual or group of employee and employer for engaging themselves in a way to maximize the productive activities.

Concept of Industrial relations

- The term 'Industrial Relations' comprises of two terms: 'Industry' and 'Relations'. "Industry" refers to "any productive activity in which an individual (or a group of individuals) is (are) engaged".
- By "relations" we mean "the relationships that exist within the

industry between the employer and his workmen.”

- It includes collective bargaining, trade unionism, and labor-management relations, while human resource management

16.6 Approaches to Industrial Relations

Psychological approach:

- The conflicts between labour and management occur because every group negatively perceives the behaviour of the other i.e. even the honest intention of the other party so looked at with suspicion.
- The problem is further aggravated by various factors like the income, level of education, communication, values, beliefs, customs, goals of persons and groups, prestige, power, status, recognition, security etc

Sociological approach:

- Industry is a social world in miniature. The management goals, workers' attitudes, perception of change in industry, are all, in turn, decided by broad social factors like the culture of the institutions, customs, structural changes, status-symbols, rationality, acceptance or resistance to change, tolerance etc.

Human relations approach:

- Human resources are made up of living human beings. They want freedom of speech, of thought of expression, of movement.
- In fact major problems in industrial relations arise out of a tension which is created because of the employer's pressures and workers' reactions, protests and resistance to these pressures through protective mechanisms in the form of workers' organization, associations and trade unions.

16.7. Understanding Employee Safety

Introduction

- On December 3, 1984 India woke up the industrial disaster it had ever faced.
- Employees working in the Union Carbide Corporation's pesticide plant in Bhopal and the residents staying near the plant experienced extreme discomfort.
- Lack of adequate safety measures had caused tons of deadly

methyl isocyanine gas to be released open.

- Within the next few years thousands of people died in the city
- The accident was termed as one of the worst industrial disasters in the world
- The Bhopal tragedy highlighted the importance of maintaining safety and health standards at the work place and the long term effects.

Meaning

- **Health and safety** in the **workplace**. Being **safe** at work is important. It is a responsibility shared by both the employer and the employee.
- For employers, one of the fundamental principles of **workplace health and safety** is risk assessment which identifies all the hazards and potential for harm whilst working.

16.8. Causes for Accidents

- Improper guarded equipment
- Defective equipment
- Hazardous procedures in and around machines and equipment
- Unsafe storage
- Improper illumination
- Improper ventilation
- Danger zones
- Unhealthy working conditions impact on employees

Consequences of an Unsafe and Unhealthy Work Environment

<ul style="list-style-type: none">▪ Injury and Disease<ul style="list-style-type: none">▪ Back injuries are most prevalent▪ Exposure to Chemicals<ul style="list-style-type: none">❖ Undetected effects, possible long-term risk	<ul style="list-style-type: none">▪ Mental Health<ul style="list-style-type: none">❖ Psychological symptoms can affect productivity and life away from work.▪ Deaths and Violence▪ Economic Costs
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

16.9. Measures and Identification of Health and Safety

- Safety rules helps to reduce accidents
- Management should have safety as integral part of the system
- Top management should be committed to safety policy.
- Safety and health should be given priority in meetings
- Organisation should have safety messages throughout the company
- Companies should have safety achievable goals
- Safety training need to be provided
- Legal compliance as to safety is important

Why Safety is Important?

- The occupational safety and health act states nation every working man and woman in the nation should have safe and healthful working conditions and to preserve human beings.
- In India every year 5,559 workers die in work place accidents.
- In a boiler explosion at Ford power plant killed 06 workers and 14 injured. It was fined with 1.5 million dollars and agreed to spend almost 6 million dollars for safety measures.

16.10. Different Acts of Occupational Health and Safety Statutory Provisions for Industrial Safety in India

- The factories act 1948: regulates health, safety, welfare and other working conditions in factories
- Prescribed number of workers to appoint a qualified safety officer and medical officer.
- The Mines Act 1952: health, safety, welfare and other working conditions in coal, metal and oil mines.
- The directorate general of mines safety conducts inspections
- Issues competency tests for the purpose of appointments of employees for various posts
- If the rules are followed both penal and pecuniary punishments are given.
- The Contract workers act 1986: regulates health, safety, welfare and other working conditions for people who work in docks/ports.

- Over all importance is given to reduce the accident rates.
- The workmen's compensation act 1923: main aim is to reduce workplace accidents.
- It provides relief to victims of accidents through compensation.
- For contract workers compensation is paid by employer
- Occupational health and safety standards need to be maintained
- Child labour is banned.

16.11. Grievance Handling- forms

What is a Grievance:

A workplace violation.

A dispute between the union or a unit member and management.

- It highlights on who is involved
- When did it happen
- Where did it happen
- What happened

Guidelines for writing Grievances:

- The Situation
- Who, what, when & where
- The Contention
- Why is it grievable
- The Remedy
- What is needed to remedy the situation

Grievance Informal:

- An initial attempt to solve the problem at the lowest level.
- Usually consists of an informal meeting with the grievant, steward and management.

Grievance Levels Arbitration/Civil Court

- Types of arbitration (mediation)
- Binding
- Recommendary

- Civil Court
- Alternative forum of redress
- **Arbitration** is a procedure in which a dispute is submitted, by agreement of the parties, to one or more **arbitrators** who make a binding decision on the dispute. In choosing **arbitration**, the parties opt for a private dispute resolution procedure instead of going to court.
- When **arbitration** is binding, the decision is final, can be enforced by a court, and can only be appealed on very narrow grounds.

Duty of Fair Representation A Legal Responsibility:

- Union has a duty to represent all people included in the unit, regardless of membership.
- Union has a duty to investigate all grievance requests fairly.
- Union must have a basis for not pursuing a grievance.

Let Us Sum Up

In this unit, you have learned about the following:

- Talent management is the science of using strategic human resource planning to improve business value organizations to reach their goals.
- Competency mapping: It is a process of identifying key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization.
- Industrial relations has become one of the most delicate and complex problems of modern industrial society. Industrial progress is impossible without cooperation of labors and harmonious relationships.
- Health and safety in the workplace. Being safe at work is important. It is a responsibility shared by both the employer and the employee.
- Grievance: A workplace violation. A dispute between the union or a unit member and management.

Check Your Progress

1. Special allowances are not payable for _____.
 - a) Photostat copier Operators

- b) Adding machine Operators
 - c) Addressographs
 - d) All above
2. Why grievances should be redressed?
 - a. Affects the individual
 - b. Affects the management
 - c. Collective disputes conversion
 - d. All above
 3. The employer-employees should have mutual trust / confidence / willingness to settle / respect rights and responsibilities of other party, is covered under _____
 - a. Effective bargaining method
 - b. Essentials for effective bargaining
 - c. Types of bargaining
 - d. Areas of bargaining
 4. Managerial functions, in personnel management can be –
 - a. Planning / Organizing / directing and controlling
 - b. Recruitment / placement / employment / Development and motivation
 - c. Compensation / maintenance of health / employers' welfare
 - d. Both a and b
 5. Discuss unfair management practices _____
 - a. Noncompliance with promotional and transfer policies
 - b. Smooth handling of grievances
 - c. Timely payment of wages / salaries
 - d. Both b and c .

Glossary

Competency mapping: Competency mapping is a process of identifying key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization.

Talent management: Talent management is the science of using strategic human resource planning to improve business value organizations.

Answers to Check your Progress

1. d
 2. d.
 3. b
 4. d
 5. a
-

Suggested Readings

1. White, M. D., & Escobar, G. (2008). Making good cops in the twenty-first century: Emerging issues for the effective recruitment, selection and training of police in the United States and abroad. *International Review of Law, Computers & Technology*, 22(1-2), 119-134.
2. Heneman, R. L. (2003). Job and work evaluation: A literature review. *Public Personnel Management*, 32(1), 47-71.

Unit-17

Work Life Balance, Quality of Work Life, HRD in India

STRUCTURE

Overview

Objectives

17.1. Meaning of work life balance

17.2. Ways to work life balance

17.3. Meaning of quality of work life

17.4. Approaches to quality of work life

17.5. Meaning, Definition, objectives of HRD

17.6. Need for HRD

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

This Unit discusses about meaning of work life balance, ways to work life balance, meaning of quality of work life, approaches to quality of work life, meaning, definition, objectives of HRD, and need for HRD.

Objectives

After completion of this unit, you will be able:

- To get knowledge on work life balance.
- To understand the quality of work life
- To know the human resource development practices in India

17.1. Meaning of work life balance

Work–life balance is a broad concept including proper prioritizing between “work” (career and ambition) on one hand and “life” (Health, pleasure, leisure, family and spiritual development) on the other. Related, though broader, terms include “lifestyle balance” and “life balance”

17.2. Ways to work life balance

The different ways to keep up work life balance are :

- Blur the boundaries
- Manage expectations
- Keep a clear head
- Show your humanity
- Set challenging goals
- Talent transfer

QUALITY OF WORK LIFE



- Get focused
- Set a reasonable pace
- Share goals

Regaining work life balance:

The following are important Personal – non work Career

- Material wealth Health Learning
- Spiritual / Cultural

17.3. Meaning of quality of work life

Context of Quality of Work Life

- Happy and satisfied, and productive workers are the basic outcomes of QWL.
- **Four things are important for QWL**
 - Firstly, employees must take the work pleasing and challenging
 - Secondly, they must be fit for it.
 - Thirdly, they must not do too much of it.

- Finally, they must have a sense of success.

Work and Quality of Life: QWL provides for the balanced relationship among work, non-work and family aspects of life. In other words, family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations etc.

www.slideshare.com Key indicators of quality working life are:

- job satisfaction
- job involvement
- enjoying work
- organisational commitment
- Less job stress
- Less turnover intentions
- Better performance appraisal



17.4. Approaches to quality of work life

The Techniques for Improving the Quality of Work Life:

1. Job enrichment:

Kerzberg in his two-factor theory of motivation tried to use job as a medium of developing people and changing some organisational practices. Job enrichment can lead to extension of job contents. It also develops competence of employees who voluntarily come forward to share higher responsibilities.

2. Job Rotation

A vertical job rotation means promotion whereas a horizontal job rotation means transfer to some other job. Job rotation makes an employee to learn the new job at the new seat thereby creating interest in the new job.

3. Quality Circles (or Self-managed Work Teams):

The concept of Quality Circles was made popular in Japan in 1960 by K. Ishikawa. Japan has gained a lot by applying the Statistical Quality Control (SQC) techniques for production.

Quality circles can be defined as a small group of some people (may be 3 to 12) who meet for an hour every week to identify, analyse and solve the problems related to their work. The solutions are sent to the management for implementation.

Quality Circles develop a culture of participation among the workers. It also reflects the democratic set up where the management keeps full faith in the employees and also there is a complete understanding between the management and workers.

17.5. Meaning, Definition, Objectives of HRD

Introduction to HRD

- HRD is development processes where it focuses on improving the existing capabilities of employees and helping them to acquire new capabilities required for the achievement of organizational and individual goals.
- Human Resource Development is the integrated use of training, organization, and career development efforts to improve individual, group and organizational effectiveness. HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities.

Definition of HRD

- A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands.
- Harbison and Myers have defined HRD as the process of increasing the knowledge, skills and capabilities of all the people in a country.

Objectives

- ❖ Develop human resource of the company continuously for better performance to meet objectives.
- ❖ Provide opportunity for development of different level of employees.

- ❖ Suitable need based training programs
- ❖ Prepare newly inducted staff to perform their work with high level of competency and excellence.
- ❖ Meet social obligations of industry to contribute towards the excellence of technical and management education.

17.6. Need for HRD

The need and importance for HRD is felt due to the following reasons:-

1. To Develop Competencies
2. System-Wide Changes
3. To Create Conducive Organizational Climate
4. Improvement in Industrial Relations
5. Organizational Commitment
6. Cope with the Environmental Changes.

The Need for HRD

- ❖ Implementing a new policy
- ❖ Implementing a strategy
- ❖ Effecting organizational change
- ❖ Changing an organization's culture
- ❖ Meeting changes in the external environment
- ❖ Solving particular problems.

Let Us Sum Up

In this unit you have learned about the following:

- HRD is too important to be left to amateurs
- HRD should be a revenue producer, not, revenue user
- FRD should be central party of company.

Check Your Progress

1. Who has defined personnel management as a field of management which has to do with planning and controlling various operative functions of procuring, developing, maintaining and utilising labour force?
 - a. Harold Koontz
 - b. Glueck
 - c. Michael Jucius

- d. Flippo
- 2. Resources and capabilities that serve as a source of competitive advantage for a firm over its rivals are called_____.
 - a. core competency
 - b. core competence
 - c. competitive advantage
 - d. competency
- 3. Human Resource planning is compulsory for_____.
 - a. effective employee development programme
 - b. base for recruitment
 - c. base for selection policy
 - d. all of these
- 4. Job analysis, HR planning, recruitment, selection, placement, inductions and internal mobility are few important functions which come under the heading of_____of HRM.
 - a. integration function
 - b. development
 - c. maintenance
 - d. procurement function
- 5. Directing is one of the important functions of HRM which comes under_____.
 - a. managerial function
 - b. operative function
 - c. technical function
 - d. behavioral function

Glossary

Importance for HRD: The need and importance for HRD is felt due to the following reasons:-

- 1. To Develop Competencies
- 2. System-Wide Changes
- 3. External changes.

Quality of work: Quality of work life is a broad concept including proper prioritizing between “work” (career and ambition) on one hand and “life” (Health, pleasure, leisure, family and spiritual development) on the other.

Quality Circles : Quality Circles develop a culture of participation among the workers.

Answers to Check your Progress

1. c.
2. a.
3. d.
4. d.
5. a.

Suggested Readings

1. Bramham, J. (1994). *Human resource planning*. Universities Press.
2. Boselie, P. (2014). *EBOOK: Strategic Human Resource Management: A Balanced Approach*. McGraw Hill.

Annexure-Case Studies

CASE STUDY-1

Johnny Mbeki was late for work again. He had already had a couple of warnings from the HR manager, not simply for being late but because he was slow at his job. He had a lame leg. He'd had it since birth. On the whole he coped with it, but sometimes it affected his work. On this occasion, he was called into the HR Manager's office. I'm afraid that this has gone a bit too far.

I've tried to make allowances, but you are affecting overall production. If I have to speak to you again, I will have to let you go. The next morning the HR Manager received a delegation from the workforce- colleagues of Johnny. They asked that he be given special treatment. They explained that Johnny had an extended family that depended on him. His were the only wages coming in. They lived in a township far from the factory. It takes him a long time to go to work, depending on public transport that is not always reliable.

Sometimes, when a family member is sick, he has to stay behind, and this can make him late for work. They asked the HR Manager to give Johnny another chance. They, as member of his work team, promised to cover for him, to make up for his slowness and his sometimes coming in late. Overall production in the work group would not be affected.

Questions:

1. Analyze the case and explain the roles and responsibilities of the HR Manager in this regard.
2. How come they make more than me?

CASE STUDY-2

Fran Jefferson began her job as the supervisor of the Training Department of Metro Bank and Trust Company almost four years ago. She was generally pleased with the four trainers and one secretary in her unit. Indeed, Fran took pride in her ability to create a high morale and high performance unit.

This was particularly pleasing to Fran because they were constantly busy and barely able to keep up with the volume of training expected from them. Then, early on Wednesday morning, Fran's secretary, Judy Martin, knocked on Fran's door and asked to see her. Fran liked Judy and considered the secretary to be one of her "stars." Indeed, in an effort to develop Judy's talents and abilities, Fran had gone out of her

way to give Judy special assignments, including her in all the major planning activities of the department and entrusting her with the administration of certain departmental programs, such as tuition assistance and evaluation follow-through. By now, Judy functioned more as an administrative aide than as a secretary. It was clear that Judy was upset about something as she seated herself in the chair next to Fran's desk. Slowly, Judy placed a job-posting application form in front of Fran. She would not look her supervisor in the eyes. Fran was surprised, to say the least. As far as Fran knew, Judy liked both her job and working in the Training Department. In turn, everyone else in the department liked and respected Judy.

Fran looked over the form and said casually, "So you want to post for the executive secretary job in the Branch Management Division." She paused. "Could I ask you for some additional information, Judy? I'm kind of surprised."

Judy looked at her clasped hands, thinking. Fran waited.

Finally, Judy looked up and said: "I noticed in last week's job posting that the executive secretary position is graded as a 14. Now that's two grades higher than my job!" She caught her breath.

"You know my friend Mary Johnson works over there. She told me that half the time the secretary sits around doing nothing." Judy continued, gathering some anger in her look and resentment in her voice. "Look, Fran, you know how hard I work, how hard we all work, around here. I mean, I'm always busy. I don't see why I should work in a job graded at a 12 and work twice as hard and yet not be paid the same as that secretary.

The job requirements for the job are just a little higher than mine, and the merit raise you gave me last month hardly helped at all."

Fran listened; then she replied: "It sounds to me, Judy, that you're feeling angry because you think you should be paid more for the work you do and that you want to switch jobs rather than put up with things as they are. Am I right?" Judy nodded her head in agreement.

Fran knew, though, that the Metro job evaluation system was up to date and that the executive secretary position to which Judy referred did require additional background experience, skills, and responsibilities beyond what was needed in Judy's current job. Because her secretary was such a good employee and a nice person, Fran was quite

concerned. She felt strongly that moving to the executive secretary job would not be what Judy really wanted her in the department.

Questions:

1. What are the reasons given by Judy Martin for wanting to post for a position in another department?
2. How should Fran respond to Judy's request to transfer?
3. How should Fran respond to Judy's salary complaints?

CASE STUDY-3

The organization that partnered with Saigun in the case study is one of the largest retail store chains in the world. They have around 100 retail stores in India in different locations and were looking to expand further to more than 200 stores. The client had a centralized Human Resource Department located in its head office.. However, although HR processes were managed centrally, many HR tasks, policies and procedures were controlled by retail store managers or regional offices.

The client used excel sheets to exchange and compile reports from various regional offices and store. This was performed by a team of HR executives in the main head office.

Challenges Faced by the Retail Industry

The senior HR Manager at the client side revealed that there were many administrative and HR issues with the retail store sites. Due to high focus on sales, the Retail Store Managers has no time to focus on issues like attendance, discipline and critical HR practices. The problem areas that were identified during the discussions were:

- **Challenge-1:** Irregularities in the attendance data of the staff at retail stores and other regional offices. Sometimes many of the staff did not sign the attendance register or signed intermittently. During HR audits it was found that some staff signed the attendance register only at the end of the day. Further, sometimes staff signed the register and then left their post.
- **Challenge-2:** There was no mechanism to track the leave data of employees. Employees did not know their exact leave data. At the end of the year it was revealed that some employees have taken excess leave while some employees worked incessantly, creating frustration among staff.
- **Challenge-3: Salary discrepancies:** HR and attendance data was used to generate data for payroll. As there were many dis-

crepancies in HR data, these also found their way into payroll data. This created several salary discrepancies and caused numerous issues among the employees, thus lowering employee satisfaction rate and affecting the employee morale.

- **Challenge-4: Training and communication issues:** As the company was growing at a fast pace, training employees on various HR procedures and policies was becoming increasingly difficult. Thus employees took decisions based on their previous experience or personal insights and created unnecessary hassles that required HR intervention.

Questions :

1. How do you analyze the problem has a HR manager? Discuss.
2. Give four solutions to the existing problem and solve them .

CASE STUDY-4

Ram a sincere employee enter office at 9:00 AM in the morning. He check his mails and understand that he need to prepare project report. He starts working on the report and works for continuously one hour. Feeling that he has completed, he needs little reward, and so he goes out for a cup of tea & chats with his colleagues for a long period of time. When he is back, he finds that he has 5 mails in his inbox, he checks the same, reply back to them. Then he again re-initiates the report, from where has left but he is not able to think where he had left.

Question:

1. Advise Ram on the importance of time management and provide certain tips for effective time management.

CASE STUDY-5

A doctor discharged a staff member who had been working for him for nine months. She was not aware that her performance was not up to the standard, but without knowing the reason for her discharge from work. She proceeded to the court.

The doctor was asked to submit performance appraisal records of the staff member, but when enquired no proper performance appraisal management systems were present. The doctor was advised to initiate performance appraisal concepts by the court.

You are hereby asked to highlight the significance of the following:

Questions:

1. Explain the meaning of performance appraisal?
2. State and analyse the different methods of appraisal and recommend the best one.

CASE STUDY-6

IT Company is a large multinational corporation that has more than 100 years of history, a global workforce of more than 100,000 employees and is headquartered in the USA. Up until the early 1990s, the corporation was structured around geographical areas, each of which was afforded relatively powerful independence. So, for example: The UK Headquarters in London had high decision-making autonomy in relation to the US headquarters in New York and the European headquarters in Paris. One outcome of this so-called area structure was that hardly any global HR Policies existed, so that HR Practices in areas such as Pay, training and flexi time differed widely between countries. Nevertheless core values applied throughout the organization. For example, since its foundation IT Company has been known for its strong anti-union stance.

Combined with an emphasis on sophisticated and innovative HR Policies, the parent company has been able to defeat several recognition campaigns by trade unions. The same has happened in the UK, where local management prided itself on defeating a strong union recognition campaign in the 1970s. However, in other countries IT Company does recognize trade unions.

For example, the German subsidiary has a powerful body of elected employee representatives (as encouraged by German Law), some of whom are trade union members, who have a strong say in any decisions affecting the workforce. Up to the early 1990s the company also participated in Industry-wide bargaining which determined pay and conditions for the large majority of its workforce.

In the early 1990s, IT Company - which had enjoyed a near monopoly status in its markets until then- encountered economic problems due to higher global and domestic competition. A new CEO made far-reaching changes to the business strategy and the organizational structure. In particular, the decision making authority of local managers was reduced and social responsibility transferred to regional headquarters such as Paris and to the US Headquarters. Furthermore, the company was structured around business units, each responsible for a certain range of products such as printers or IT Solutions. Business units were

encouraged to standardize management functions such as finance, marketing and human resources as far as possible on a worldwide basis.

Questions:

1.You are in charge of HR for the global business unit printer of IT Company which has production and distribution organisations in almost 100 countries. Propose HR Practices you would standardize on a global basis.

2.Formulate the different approaches

3.Inspect whether the global policies are implemented by the Subsidiaries.

CASE STUDY-7

Cadbury Pvt .Ltd : Cadbury Schweppes, one of the largest international beverage and confectionary companies, manages a diverse product portfolio with some of world's most recognizable consumer packaged goods including Cadbury chocolates, Dr Pepper, 7Up, Snapple, Dentyne and Trident.

When Ilyce Eley, compliance specialist for Cadbury Schweppes joined the company, she quickly identified a number of ways to improve the affirmative action program. She found inefficiencies in the affirmative action plan reporting processes and a lack of communication and decision support for the management team around the company's diversity initiatives.And so began the search for a scalable software system that could not only handle a large and ever growing volume of data for AAP and other government required reports, but also one that could make that information relevant to the managers enabling them to really make a difference in the company's affirmative action and diversity initiatives.

Said Eley, "Our Company has grown with recent acquisitions and the needs of our business are ever-changing, so I wanted to help build a talent base that will grow with us. With Cadbury's strong commitment to a diverse workforce, we have a team that is not only dedicated to the great products we have, but to the overall community as well."

Questions:

1. Analyse the problem.

2. Explain the benefits of talent management.

CASE STUDY-8

Hindustan Lever Limited is a reputed multinational company. It considers selection as an event in the total process of acquiring and developing managers. The company believes that the selection process must be consistent with other events in the total process for it to be effective. Hindustan Lever has been one of the most favoured companies by the prospective candidates for managerial position. The selection process of the company can be broken into three steps: such as- Screening of application forms, preliminary interview, and final selection.

Screening of Applications Forms: In the first step the company usually receives a large number of applications for the positions advertised or through campus interview. Thereafter such applications are screened. Such applications usually contain brief information about the candidates. The selected candidates are then required to fill in a detailed application form. This form is quite elaborate and seeks factual information about the candidate and also about his attitudes and personality.

A more strict screening of applications is made in this step. The company believes that to select a candidate it will not be enough to see the application forms only which may not be very reliable measure to select or reject the candidate. This calls for a brief preliminary interview to be held by company to get the best talents. So such interviews are conducted to interview as many candidates as is administratively possible.

Preliminary interview:

Preliminary interview is conducted for about ten to twenty minutes usually by one manager. During this brief personal contact, some time is spent in discussing the nature of the job, the future career possibility of the applicant and the company's policy in this regard. Often a second interview is conducted before the applicant is rejected or selected for further consideration.

Final Selection:

Final selection process is quite elaborate. This stage consists of two aspects-groups discussion and final interview. Group discussion is conducted in two stages. In the first group discussion, the chairman of the panel of selectors requests the group to select a subject which can be economic, political, social educational or even a lighter subject. The subject is decided by the group itself out of the various topics given to it. When the topic is finalized, the members of the group discuss it. In the second group discussion, a case is given. The case is distributed in

advance. The evaluation of the group discussion is done by a board consisting of the personnel director, the director of the division in which the applicants have to be absorbed, a senior manager of the same division, and a senior manager of other division.

The board evaluates the candidates along the following factors: Style of self-introduction by the candidate, his general knowledge and knowledge of his subject, clarity of thought and logic, lucidity of expression, tolerance of others views, persuasiveness and leadership qualities. Each selector is given a blank sheet to evaluate the candidates. He evaluates the candidates individually. After the group discussion, personal interview is conducted by the board. On the completion of the individual interviews, the board members held discussion among themselves and then arrive at a consensus.

Questions:

- 1.Design the selection process to be adopted by the company.
- 2.Criteria to be considered in time of screening the application forms.
- 3.Compile the basic objective of the preliminary interview.
4. Develop the size of groups for final selection.

CASE STUDY-9

Berkely Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or

performance. They insisted that “community activity” was not actually a part of their job and that what they do off the job is none of the company’s business. They expressed their opinion that employees should organize union and insist that salary increase be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

Questions :

- 1.How far do you agree with the management that performance appraisal should be discontinued?
- 2.Predict to tackle the situation if you were the HR manager.
- 3.Design the performance appraisal system of the company

CASE STUDY-10

Human Resource Development (HRD) - Invest in Your People: It is now widely recognised (for many organisations) that the ability to recruit, develop and retain employees provides a significant and sustainable competitive advantage. For many organisations, it is simply not possible to buy in the required skills as and when needed.

Oriental power station an apex body in training believes that through HRD organizational efficiency can be attained. Human resource development (HRD) and its requirements can be analysed from a number of perspectives. Organisations consider people to be key to competitive advantage must recruit and develop talented employees, enhance their capabilities and motivation, whilst seeking to retain such resources. Organisations need people with appropriate skills, abilities and experience; such people may be brought in from the outside (recruitment and selection) or ‘grown’ by training and developing existing employees. The Organisation must provide opportunities for learning and development and personal growth. In summary, much of this case is about investing in human capital. The organization lacks effective HRD practices.

Question:

- 1.Discuss the case and suggest ways/practices for effective HRD Practices?

Model End Semester Examination Question Paper

Master of Business Administration (MBA)

Course Code: **DCMBA-23/**

Course Title: **Human Resource Management**

Max. Marks: 70

Time: 3 hours

PART – A (10x2 =20 Marks)

Answer any TEN questions out of TWELVE questions

[All questions carry equal marks]

- (1). What is your opinion on human resource management?
- (2). Discuss the competitive advantage of human resource management?
- (3). Explain the concept human resource policies?
- (4). Describe the term human resource Procedures?
- (5). Write on the responsibilities of human resource managers in organizations?
- (6). Difference between personnel human resources management and human resources management.
- (7). List of qualities of human resource managers.
- (8). Write on the Objectives of human resource procedures?
- (9). What is job design?
- (10). Differentiate between recruitment and selection.
- (11). Write on the concept Human resource planning?
- (12). Describe the concept training need analysis?

PART – B (5X8=40 Marks)

Answer any FIVE questions out of SEVEN questions

[All questions carry equal marks]

- (13). Describe the Objectives of human resources management?
- (14). Write on the benefits of human resource Procedures?
- (15). Explain the concepts of Line and Staff roles?
- (16). Discuss the benefits of job analysis?
- (17). Summarize the selection process in organizations?
- (18). Enumerate the need for career planning by individuals?
- (19). Describe the concept mentoring with its benefits?

PART - C (1x10=10 Marks)

CASE STUDY

- (20). **Cadbury Pvt .Ltd** : Cadbury Schweppes, one of the largest international beverage and confectionary companies, manages a diverse product portfolio with some of world's most recognizable consumer

packaged goods including Cadbury chocolates, Dr Pepper, 7Up, Snapple, Dentyne and Trident.

When Ilyce Eley, compliance specialist for Cadbury Schweppes joined the company, she quickly identified a number of ways to improve the affirmative action program. She found inefficiencies in the affirmative action plan reporting processes and a lack of communication and decision support for the management team around the company's diversity initiatives. And so began the search for a scalable software system that could not only handle a large and ever growing volume of data for AAP and other government required reports, but also one that could make that information relevant to the managers enabling them to really make a difference in the company's affirmative action and diversity initiatives.

Said Eley, "Our Company has grown with recent acquisitions and the needs of our business are ever-changing, so I wanted to help build a talent base that will grow with us. With Cadbury's strong commitment to a diverse workforce, we have a team that is not only dedicated to the great products we have, but to the overall community as well."















Questions:

1. Analyse the problem.
2. Explain the benefits of talent management.

Document Information

Analyzed document	HRM_OLB.docx (D162511405)
Submitted	3/29/2023 12:57:00 PM
Submitted by	
Submitter email	vasantha.sms@velsuniv.ac.in
Similarity	9.2%
Analysis address	vasantha.sms.vels@analysis.orkund.com

Sources included in the report

W	URL: https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1205.pdf Fetched: 11/4/2021 4:55:50 AM	 17
W	URL: https://pdfcoffee.com/download/hrm-notes-5-pdf-free.html Fetched: 2/12/2022 3:55:05 PM	 4
W	URL: https://www.slideshare.net/rohnikushwaha/human-resource-management-248247969 Fetched: 12/27/2022 12:13:20 PM	 3
W	URL: https://www.economicdiscussion.net/human-resource-management/objectives-of-hrm/32222 Fetched: 11/12/2020 2:39:24 PM	 3
W	URL: https://pdfcoffee.com/hrm-notes-pdf-free.html Fetched: 11/1/2021 4:37:40 PM	 3
W	URL: https://www.slideshare.net/AnubhaRastogi/human-resource-planning-62169102 Fetched: 11/30/2019 10:30:55 AM	 2
W	URL: https://www.gargshashi.com/2020/09/HRM-NOTES-QUICK-REVISION.html Fetched: 5/20/2022 8:07:21 AM	 1
W	URL: https://www.slideshare.net/cseroman/human-resource-planning-92756928 Fetched: 1/12/2021 6:19:26 AM	 5
W	URL: https://www.uou.ac.in/sites/default/files/slm/MS-108.pdf Fetched: 6/27/2021 12:25:37 PM	 23
W	URL: http://www.bms.co.in/human-resource-management-notes/comment-page-1/ Fetched: 3/24/2023 3:59:19 PM	 1
W	URL: https://fliphtml5.com/cviyu/fzkk/basic/301-350 Fetched: 3/29/2023 12:28:46 PM	 2
W	URL: https://eslm.ipude.in/management/mba/term_2/DMGT406_HUMAN_RESOURCE_MANAGEMENT/files/basic-html.. Fetched: 2/10/2022 11:37:22 PM	 2
W	URL: https://smallbusiness.chron.com/examples-downsizing-business-world-22506.html Fetched: 2/6/2021 12:13:29 AM	 2
W	URL: http://boden.boj.se/uploads/userfiles/files/93130034804.pdf Fetched: 3/29/2023 12:22:10 PM	 2

SWAYAM PRABHA

The SWAYAM PRABHA is a group of 40 DTH channels devoted to telecasting of high-quality educational programmes on 24X7 basis using the GSAT-15 satellite. Every day, there will be new content for at least (4) hours which would be repeated 5 more times in a day, allowing the students to choose the time of their convenience. The channels are uplinked from BISAG-N, Gandhinagar. The contents are provided by IITs, UGC, CEC, IGNOU. The INFLIBNET Centre maintains the web portal.

Open and Distance Learning (ODL) students of Vels Institute of Science, Technology and Advanced Studies(VISTAS) are advised to use the SWAYAM PRABHA (A good initiative of Ministry of Education, Government of India) as part of supplementary learning materials in addition to the Self Learning Materials(SLM) supplied to the students.

Open and Distance Learning (ODL) students of VISTAS can also visit <https://swayamprabha.gov.in/> and under Higher Education can view the videos uploaded in the website.



SWAYAM PRABHA

An initiative by Ministry of Education

SWAYAM PRABHA is a group of 40 channels devoted to telecasting of high-quality educational programmes on 24X7 basis using the GSAT-15 satellite

Connect with us

<https://www.swayamprabha.gov.in/>



Feedback /Queries
+91 7604974865



SMS Service
Call Us Now
+91 800992222



Mobile App

Turning every TV into classroom because education is not a privilege, but a Right

- With atleast 4 hours of fresh content repeated about 5 times daily, students have the privilege of choosing the viewing time as per their convenience
- Content creation is coordinated by IITs, CEC, IGNOU & UoH.
- BISAG-N uplinking the 40 SWAYAM PRABHA channels
- INFLIBNET centre maintains the SWAYAM PRABHA web portal
- AI - enabled SMS based schedule retrieval system
- 1.2 Lakhs + videos cover curriculum based course contents of UG/PG level of divers discipline including technical, non-technical & competitive exams
- SWAYAM PRABHA channels can be accessed through DD Free Dish | Dish TV | JiO Mobile App
- Archive videos & programme schedule for all channels
- Learn from eminent professors at your home
- IIT PAL: To assist the students for classes 11 and 12, who are aspiring to join IITs

Our Partners



Contact

Office of the Chief Coordinator
MSB 150, Department of Chemical Engineering
Indian Institute of Technology Madras
E-mail: swayamproiitm@dth.ac.in

SWAYAM Prabha Channels Information



Channel Number	Channel Description
Channels 01 – 10 & 40 are managed by CEC, New Delhi.	
1	Language and Literature
2	History, Culture & Philosophy
3	Social & Behavioral Sciences
4	Education and Home Science
5	Information, Communication and Management Studies
6	Law and Legal Studies
7	Economics and Commerce
8	Physical and Earth Sciences
9	Life Sciences
10	Applied Sciences
40	Arts/Literature, Social Science, Management and other Professional Courses, Natural and Applied Science
Channels 11 to 16 are Managed by IGNOU, New Delhi	
11	Social Sciences & Humanities
12	Basic and Applied Sciences
13	Professional Education
14	State Open Universities and Gyandarshan
15	Capacity Building and Teacher Education
16	Skill and Vocational Education
Channels 17 to 20 are managed by IIT Bombay	
17	Biotechnology and Biochemical Engineering
18	Electronics and Communication Engineering
19	Electrical Engineering
20	Physics

Channels 21 to 22 are managed by IIT Delhi	
21	Textile Engineering
22	IIT PAL (JEE competition assistance)
Channels 23 is managed by IIT Gandhinagar	
23	Civil Engineering
Channels 24 to 28 are managed by IIT Kanpur	
24	Aeronautical Engineering
25	Humanities and Social Sciences
26	Management, Law, Economics; Business Analytics, Communication, Cooperative Management
27	Mechanical Engineering, Engineering Design, Manufacturing E & T and allied subjects
28	Visual communications, Graphic design, Media technology
Channels 29 to 30 are managed by IIT Kharagpur	
29	Architecture & Interior Design.
30	Computer Sciences Engineering / IT & Related Branches
Channels 31 to 35 are managed by IIT Madras	
31	Instrumentation, Control and Biomedical and Engineering
32	Bridge Courses, Impact Series
33	Chemical Engineering, Nanotechnology, Environmental and Atmospheric Sciences
34	Health Sciences
35	Metallurgical and Material Science Engineering, Mining and Ocean Engineering
36	Skills and Logistics (IT - Enabled Sector, Banking, Financial and Insurance sector Skills Logistics, Supply Chain Management and Transportation, Life skills)
Channels 37 to 38 are managed by IIT Tirupati	
37	Chemistry, Biochemistry and Food Processing Engineering
38	Mathematics
Channels 39 is managed by University of Hyderabad and National Sanskrit University	
39	Performing Arts (Indian Classical Music and Dances), Theatre Arts, Film making and Painting



SATHEE

Self Assessment, Test and Help for Entrance Exams for Competitive Exams



Mentoring and live sessions from the students of Premier colleges of India



Video Lectures for Subject experts



Comprehensive E-Study Material



Test Series: All India Mock Tests Topic wise, Subject wise, Weekly Test



Discussion Forum & Problem solutions



Learning material available in English + 12 Regional languages

English

हिन्दी

বাংলা

मराठी

తెలుగు

മലയാളം

ਪੰਜਾਬੀ

ಕನ್ನಡ

ગુજરાતી

اردو

ಕನ್ನಡೆ

ଓଡ଼ିଆ

অসমীয়া



Sathee on App Store



Sathee on Play Store



Sathee Website

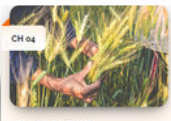
SATHEE is **LIVE** on **SWAYAM PRABHA!!** DTH CHANNELS SATHEE (COMPETITIVE EXAM)



CH 01: SATHEE-ENGINEERING
IIT Kanpur
▶ LIVE ▶ PROGRAM SCHEDULE



CH 02: SATHEE-MEDICAL
IIT Kanpur
▶ LIVE ▶ PROGRAM SCHEDULE



CH 04: SATHEE-AGRICULTURAL
IIT Kanpur
▶ LIVE ▶ PROGRAM SCHEDULE



CH 07: SATHEE-RRB
(Railway)
IIT Kanpur
▶ LIVE ▶ PROGRAM SCHEDULE



CH 03: SATHEE-LAW
IIT Kanpur
▶ LIVE ▶ PROGRAM SCHEDULE



CH 05: SATHEE-SSC
IIT Kanpur
▶ LIVE ▶ PROGRAM SCHEDULE



CH 06: SATHEE-BANK
IIT Kanpur
▶ LIVE ▶ PROGRAM SCHEDULE



<https://swayamprabha.gov.in/index.php/about/competitive>

+91-8953463074

prutor@iitk.ac.in

<https://sathee.prutor.ai>

Marching Beyond 30 Years Successfully
43 Institutions, 36,000 Students 6000 Staff Members



VELS



INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)
 (Deemed to be University Estd. u/s 3 of the UGC Act, 1956)
PALLAVARAM - CHENNAI
www.vistas.ac.in



VELS
MEDICAL COLLEGE & HOSPITAL
 Under VELS INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)
 (Deemed to be University Estd. u/s 3 of the UGC Act, 1956)
 Uthukottai Taluk, Tiruvallur District - 601 102
www.velsmedicalcollege.com



**MAHAVIR INSTITUTE OF
 MEDICAL SCIENCES (MIMS)**
VIKARABAD, HYDERABAD- TELANGANA
www.mahavirmedicalcollege.org



SRI VENKATESWARA
DENTAL COLLEGE & HOSPITAL
 Thalambur, Chennai
www.svdentalcollege.com



**MEGHNA INSTITUTE OF
 DENTAL SCIENCES (MIDS)**
 NIZAMABAD, HYDERABAD - TELANGANA
www.meghnadentalcollege.com



VEL
NURSING COLLEGE
 Under VELS INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)
 (Deemed to be University Estd. u/s 3 of the UGC Act, 1956)
www.velnursingcollege.com



VENKATESWARA
NURSING COLLEGE
 Thalambur, Chennai
www.venkateswaranursing.ac.in



VELS
VIDYASHRAM
 CBSE
 Pallavaram - Thalambur - Cantonment
www.velsvidyashram.com



VELS GLOBAL SCHOOL
 TAMIL NADU | KARNATAKA | DELHI - NCR | WEST BENGAL
www.velsglobalschool.com



VAELS
INTERNATIONAL SCHOOL
 KKIC / CISCE / CAMBRIDGE INTERNATIONAL
 NEELANKARAI - INJAMBAKKAM
www.vaelsinternationalschool.com



KINDLE KIDS
INTERNATIONAL SCHOOL
 SLF Building, 510 Thomson Road #B2-00, Singapore
www.kindlekids.sg



VELS
KINDER KIDS
 No. 9, Dr. Ranga Road,
 Mylapore, Chennai
www.velskinderkids.com



South Croydon, Greater London
www.ctc.ac.uk



SHRI ISARI VELAN
MISSION HOSPITAL
A Comfort Care Centre
150 Bedded Multi Speciality Hospital
www.velanhospital.com